

HALTON REGION

Budget and Business Plan 2017



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

Dear Chair and Members of Regional Council,

November 15, 2016

Re: Halton Region 2017 Budget and Business Plan

We are pleased to present the Halton Region 2017 Budget and Business Plan for Council's consideration. The 2017 Budget is based on the solid financial planning principles that continue to preserve Halton's AAA credit rating and strong long-term financial position.

This document includes both the Tax-Supported Budget and Rate-Supported Budget, allowing Council to consider the combined impacts of both. The Executive Summary provides an overview of the combined budgets. Altogether, the 2017 Budget and Business Plan provides a multi-year financial plan that addresses key service priorities.

Preparation of the 2017 Budget has involved considerable effort from Halton Region staff from all divisions of the organization. We would like to express our appreciation to staff for their efforts in preparing this budget.

Council consideration of the 2017 Budget is scheduled for December 14, 2016. If you have any questions or require further information, please contact us.

Respectfully submitted,



J. E. MacCaskill
Chief Administrative Officer



M. Scinocca
Commissioner of Finance
and Regional Treasurer



GFOA Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Regional Municipality of Halton, Ontario for the fiscal year beginning January 1, 2016.

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

This award is valid for a period of one year only.

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



Table Of Contents

Introduction

- Halton is a Great Place to Live..... 1
- Property Tax Impact.....2
- Halton Regional Council 2014-2018 3
- The Halton Region Strategic Action Plan
2015-2018: Shaping Halton's Future 4
- Halton Region's Corporate Organization 5
- Departments and Services 6
- Recent Awards..... 10
- Connecting with the Region 11

Executive Summary

- 2007 to 2017 Property Tax Impact..... 12
- 2017 Water and Wastewater Rate Impact 19
- 2017 Budget Summary 20
- 2017 Budget Overview..... 25
- 2017 Budget Development..... 28
- 2017 Budget Key Drivers 30
- 2017 Budget By Cost Category 57
- 2017 Budget Risks..... 58
- 2017 Budget and Forecast..... 59
- 2017 Capital Budget and Forecast Overview 63
- Strategic Action Plan 2015-2018: Measures and
Outcomes 81

Tax Budget Overview

- 2017 Regional Property Tax Impact 86
- 2017 Budget Overview..... 87
- 2017 Tax Operating Budget By Major Program..... 92
- 2017 Tax Operating Budget By Cost Category..... 94
- 2017 Strategic Investments..... 105

- 10-Year Tax Operating Budget Forecast 109
- Tax Capital Budget and Forecast Overview 111
- Health Department..... 118
- Social & Community Services Department 137
- Legislative & Planning Services Department..... 151
- Public Works Department – Tax 157
- Corporate Administration 165
- Boards & Agencies 170
- Non-Program Items and Fiscal Transactions 172

Water & Wastewater Budget Overview

- 2017 Operating Budget Summary 175
- 2017 Water & Wastewater Operating Budget
By Major Program 184
- 2017 Water & Wastewater Operating Budget By
Cost Category 185
- 2017 Rate Strategic Investments 189
- 10-Year Water & Wastewater Operating Budget
Forecast..... 190
- Water & Wastewater Capital Budget & Forecast
Overview 209

Community Profile

- Halton's Communities..... 218
- Halton's Cultural Heritage 220
- Tourism 221
- Education 222
- Hospitals..... 223
- Regional Economy..... 224

Policies And Procedures

- Presentation of Financial Information 226
- Halton Region's Budget Process..... 228
- Halton Region's Financial Policies..... 230

Glossary

- Glossary Of Terms 235

Operating Budget

- Tax Details.....D1**
- Health Department..... D13
- Social & Community Services Department D27
- Legislative & Planning Services Department..... D42
- Public Works Department..... D50
- Corporate Administration D56
- Halton Regional Police Service D87
- Other Boards & Agencies D88
- Non-Program (Fiscal) D89
- Fees & Charges - Tax D91

Water & Wastewater Details

- Public Works Department - Rate..... D115
- Fees & Charges - Water & Wastewater..... D135

Capital Budget

- Tax - Capital.....D149**
- Transportation D155
- Waste Management D192
- Other Regional Programs..... D197
- Halton Regional Police Service D209

Water & Wastewater - Capital.....D212

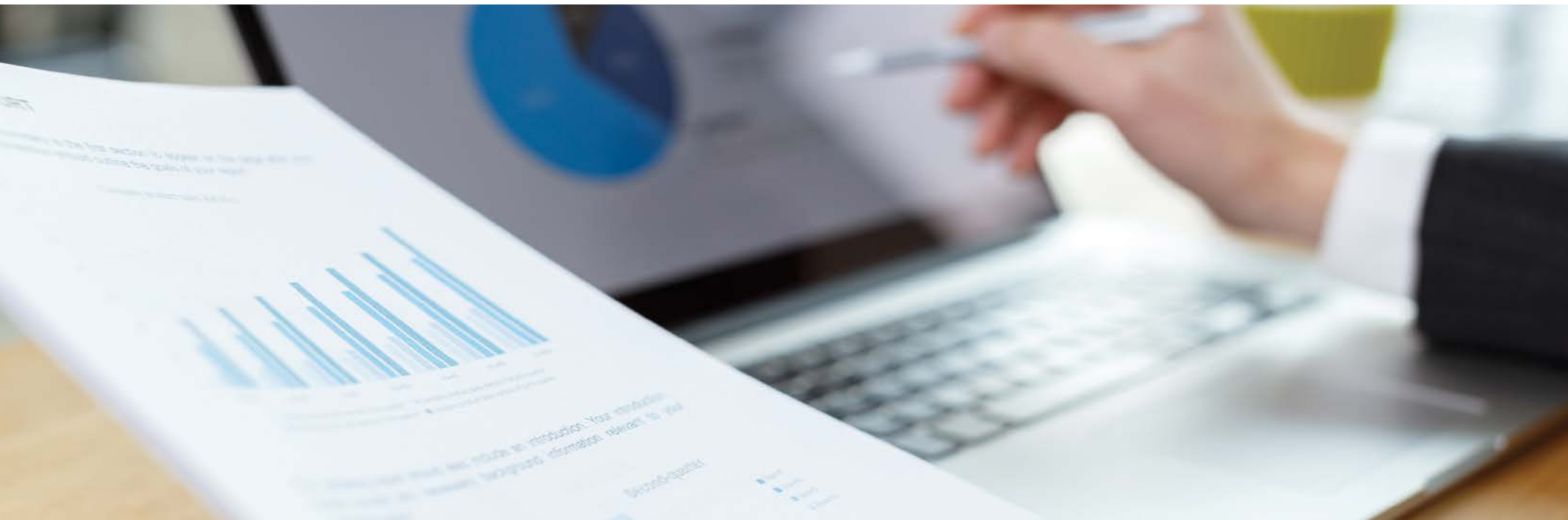
- Water Non-Development..... D215
- Water Development D244
- Wastewater Non-Development..... D255
- Wastewater Development..... D275



HALTON REGION

Budget and Business Plan **2017**

Introduction



Halton is a Great Place to Live



Halton is a vibrant and growing community with more than 540,000 residents and four distinct communities—Burlington, Halton Hills, Milton and Oakville.

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

The 2017 Budget and Business Plan is our financial roadmap for the year ahead, reflecting the priorities and outcomes highlighted in our *Strategic Action Plan 2015-2018: Shaping Halton's Future*. I invite you to review the plan to learn how we will continue to enhance the quality of life for all people of Halton, today and into the future.

Gary Carr
Regional Chair



Vision

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

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

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

AAA

Credit rating
28 years in a row



Property Tax Impact

The table below illustrates the property tax impact per \$100,000 of current value assessment (CVA). The 2017 property tax impact for Regional services is an increase of \$4 and the impact for Police Services is an additional \$2, resulting in a combined increase of \$6 per \$100,000 CVA for a tax rate increase of 1.9% based on an assessment growth of 1.7%.

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

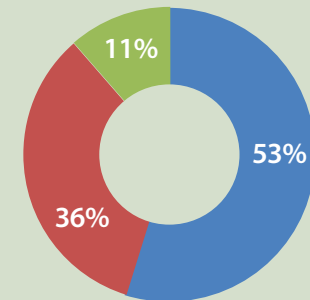
	2016	2017	Change	
	Actual	Budget	\$	%
Regional Services	\$197	\$200	\$4	1.9%
Police Services*	114	116	2	2.0%
Total Regional Taxes**	\$310	\$316	\$6	1.9%

Schedule may not add due to rounding.
 * Approved by Police Services Board
 ** Based on projected 1.7% assessment growth

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



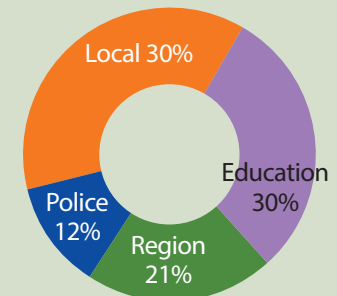
Average family tax bill breakdown



■ Federal ■ Provincial ■ Municipal

Source: Fraser Institute's Canadian Tax Simulator, 2016

Percentage Share of 2016 Levy



Halton Regional Council 2014-2018



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

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

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

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

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

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



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

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

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

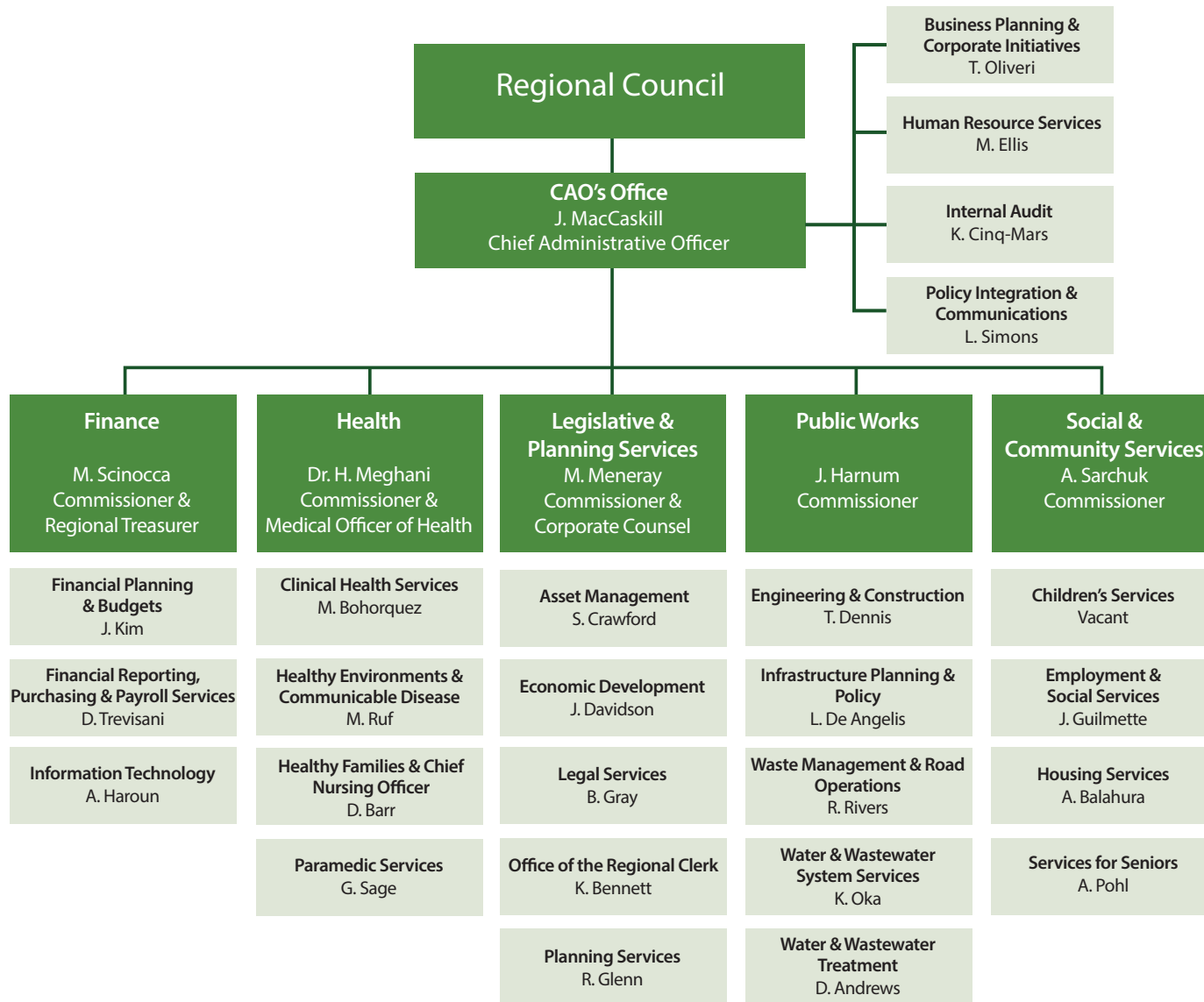


The Halton Region Strategic Action Plan 2015-2018 identifies six strategic priority areas:



To learn more, visit halton.ca/actionplan.

Halton Region's Corporate Organization



Departments and Services

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

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

Health

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

Highlights:

- Planning for enforcement of the *Immunization of School Pupils Act* in 2016;
- 153,769 influenza vaccines delivered at Regional clinics and through distribution to community partners;
- 6,973 client appointments/clients served at oral health, sexual health and tobacco cessation clinics;
- 13,319 children screened for oral health in elementary schools;
- 4,975 inspections of food premises completed;
- 706 personal service settings inspected;
- 13,380 contacts with parents of children and youth at groups, seminars and consultations;
- 42,881 paramedic calls answered and 27,959 patients transported; and
- 223 paramedics and 22 emergency vehicles deployed to provide reliable ambulance services.



Departments and Services - continued



Social & Community Services

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

Highlights:

- Child care fee assistance to 4,480 children;
- Increase of 2,756 licensed child care spaces to a total of 25,241;
- Ontario Works financial assistance to an average of 1,987 individuals and families per month;
- 12,468 visits to Employment Halton services by Halton residents;
- Oversight of 4,870 housing units, of which 2,300 are owned by Halton Community Housing Corporation;

- Created 175 new assisted housing opportunities for a cumulative total of 1,161 new units between 2008 and 2015;
- Funding for 28 community projects and programs through the Halton Region Community Investment Fund with a total investment of \$852,000; and
- Direct care and service to approximately 572 older adults at the Regionally operated long-term care homes.

Legislative & Planning Services

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

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

Highlights:

- 30,162 hectares of land designated as development land;
- 878 development applications received and processed; and
- 2,231 day visitors hosted at the Halton Region Museum.



Departments and Services - continued

Public Works

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

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



Highlights:

- 88,905 tonnes of residential garbage collected and disposed;
- 128,232 tonnes of residential Blue Box and organic materials diverted from landfill;
- 1,080 paved lane kilometres maintained;
- 90 bridges and 161 major culverts maintained;
- Operation and maintenance of 50 signalized intersections;
- 5,940 streetlights maintained;
- 62 million cubic metres of water treated at 12 water treatment plants;
- Over 2,220 kilometres of water mains, 19 municipal wells, 22 reservoirs and storage facilities, seven bulk water stations and 14 booster stations for water distribution;
- 76 million cubic metres of wastewater treated at seven wastewater treatment plants and one biosolids facility;
- Over 1,877 kilometres of wastewater mains; and
- 82 pumping stations to collect wastewater for treatment.

Departments and Services - continued

Corporate Administration

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



Highlights:

- Development of annual Budget and Business Plan;
- Achieved AAA Credit rating;
- Achieved annual tax rate at or below inflation;
- Government Finance Officers Association awards for financial planning and reporting;
- Development of the 2015-2018 Strategic Action Plan;
- Continued advocacy to Provincial and Federal governments;
- Greater Toronto's Top Employer Award;
- 2.8 million visits to Halton's website and operation of four Regional social media channels;
- 285,000 calls received at Access Halton;
- Eight emergency exercises completed; and
- 87 Regional Council and Committee meetings supported.

Recent Awards

Accreditation with Exemplary Status

Services for Seniors Division
Accreditation Canada

Canadian Award for Financial Reporting

2014 Annual Financial Report
The Government Finance Officers Association

Distinguished Budget Presentation Award

2016 Budget and Business Plan
The Government Finance Officers Association

Energy Savings Recognition Award 2015

Conservation Halton of Fame
Burlington Hydro

Greater Toronto's Top Employers 2016

Halton Region
Mediacorp Canada Inc.

Illumination Section Award for Innovative Interior Lighting Design

Skyway Wastewater Treatment Plant Phase 2 Expansion
Illuminating Engineering Society

Ontario best map—2015 People's Choice MApps Award

Halton Region Boardroom Map
Urban and Regional Information Systems Association

2015 Consulting Engineers of Ontario Award

Oakville Water Purification Plant
Consulting Engineers of Ontario

2016 Hamilton-Halton Project of the Year Award for the Boyne Trunk Sewer Project

(Civil Infrastructure Category over \$10M)
Hamilton/Halton Engineering Week Committee



Canadian Award for Financial Reporting

2014 Annual Financial Report

The Government Finance Officers Association of the United States and Canada (GFOA)





Connecting with the Region

One click
One tap
One call
One Halton



Visit **halton.ca** for online tools, forms and information about Regional programs and services.



Download the **OneHalton** app to access our most popular information and service requests on your Apple or Android device.



Email your inquiry to **accesshalton@halton.ca**. for a response by the end of the next business day.



Dial 311 to speak to one of Halton's customer service representatives.

HALTON REGION

Budget and Business Plan **2017**

Executive Summary

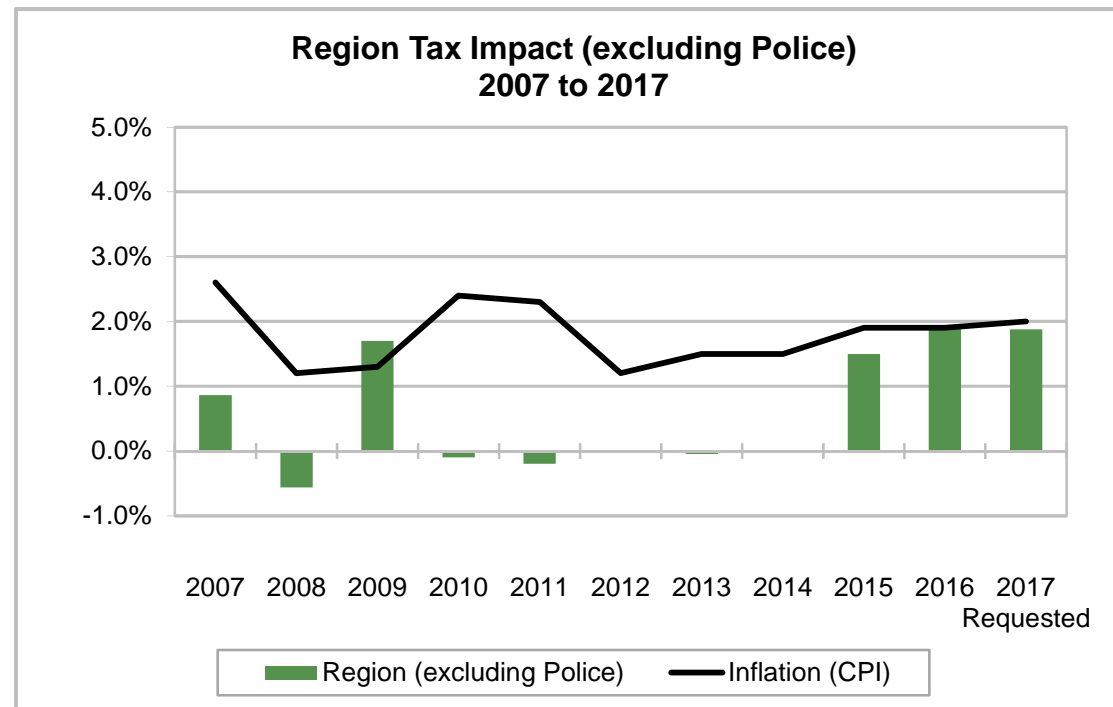


Executive Summary

The 2017 Budget for Regional tax-supported services results in a **1.9% increase** in the Regional share of property taxes. This is consistent with Regional Council priorities of maintaining tax rate increases at or below the rate of inflation while delivering the high quality services required by Halton residents.

Property Tax Impact 2007 to 2017

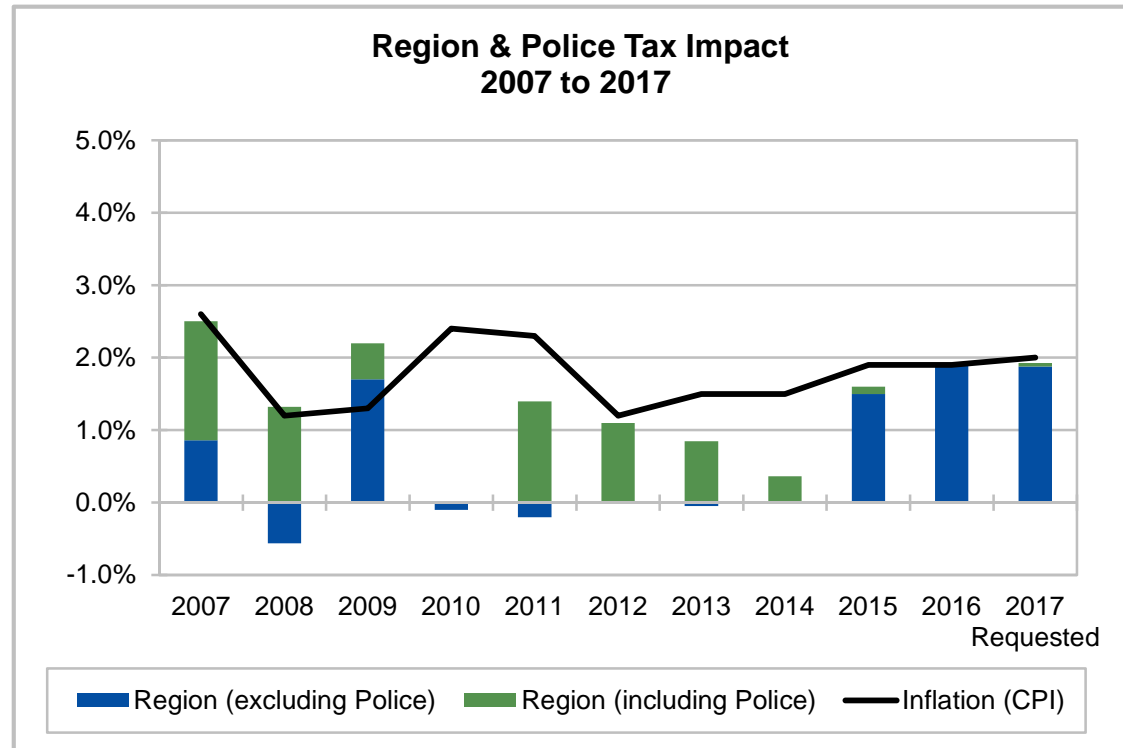
The chart below provides the history of property tax increases for Regional services in Halton for the last 10 years. The average annual tax increase over this period has been 0.4%.



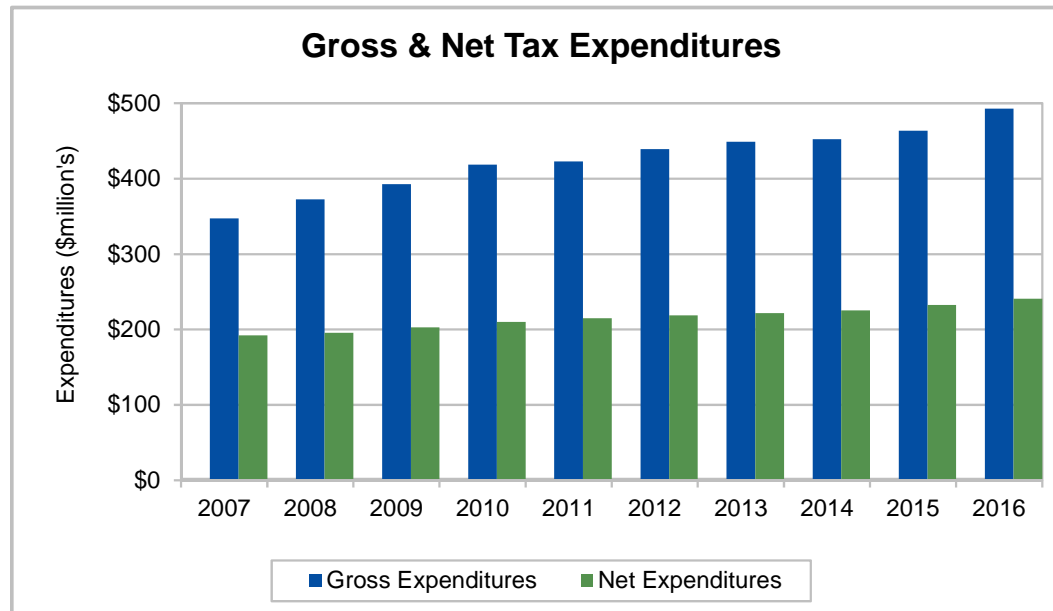
The 2017 Budget focuses on the Regional Services managed by Halton Regional Council. The Halton Regional Police Service (HRPS) budget is included in some of the summary tables, as the *Police Services Act* requires that Council approve the total Regional Tax-Supported Budget, including Police Services. The detailed Police Services budget is approved by the Halton Regional Police Services Board.

The approved 2017 Budget increase for Police Services is 3.7%, which results in a net 2.0% increase after assessment growth. The combined impact of Regional Services and Police Services is a 1.9% increase in property taxes.

The chart below shows the combined increases for Regional Services and Police Services. The combined tax increase has been on average 1.4%, which is below the average rate of inflation for the past 10 years.



The Region has been successful in delivering an average property tax increase of 0.4% for Regional Services (excluding Police Services) from 2007 to 2016, while maintaining or enhancing core services. Gross expenditures increased from \$347.5 million in 2007 to \$492.9 million in 2016, an average annual increase of 4.1%, while net expenditures (after deducting for subsidies and other revenues and recoveries) increased at an average rate of 2.7%. These net expenditure increases were offset by the increase in the Region’s assessment base due to average growth of 2.3% over the same period, resulting in an average tax increase of 0.4%.



While focusing on maintaining existing levels of service during this period (2007-2016), Council approved investments in high priority core service areas through the annual budget process, including:

Health

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

Social & Community Services

- Additional 1,084 subsidized child care spaces in Children's Services to maintain levels of service.
- Support for community agencies such as Home Suite Hope, with funding of \$680,000 to provide transitional housing, rent supplement and homelessness supports.
- An increase of 1,362 opportunities in the number of assisted housing opportunities created through new programs such as Halton In-Situ and condo acquisitions since 2008 in partnership with the federal and provincial governments.
- The Community Mobilization and Engagement Strategy (COMMANDE) enhanced with \$200,000 of funding in 2015 to strengthen a collaborative effort between Social & Community Services, Public Health and HRPS to improve community safety and wellbeing in Halton.
- The Halton Region Community Investment Fund (HRCIF) increased from an annual \$702,000 in 2012 to \$1.4 million in 2016, which is an increase of 103%. Since 2012, the HRCIF has committed \$5.1 million through 121 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 (operation in Halton Hills in addition to 2 locations in Milton), serving 140 seniors in 2016.
- Older Adults Property Tax Deferral launched July 1, 2016 to enable older adults to defer their property taxes and help them stay in their homes.
- Subsidized Passes for Low Income Transit program (SPLIT) implemented with a total Regional funding contribution of \$2.6 million since 2011, in order to provide affordable transit to Halton's low-income residents.

Legislative & Planning Services

- Halton Region's Official Plan implemented in 2009 to update urban boundaries to accommodate growth and to protect environmentally sensitive areas.
- The Burlington Beach Regional Waterfront Park Master Plan implemented in 2016 with a total estimated Regional investment of \$51.8 million by 2035, which will provide a vibrant, world-class, year-round waterfront park in Burlington.
- Funding provision beginning in 2016 to cost share the Local Municipal Heritage property tax rebate programs to promote the conservation of cultural heritage resources.
- Museum Master Plan (LPS62-14 re: Halton Heritage Centre: A New Approach for the Halton Region Museum) short-term strategies implemented including development of new exhibits, an exhibit studio, travelling exhibits, improved collections storage and expanded public programs.

Public Works

- Investment in the Active Transportation Master Plan to promote increased non-motorized travel throughout the Region which requires a total of \$108 million over the next 16 years (2016-2031).
- Increase in the number of road lane kilometres from 878 in 2007 to 1,098 in 2016.
- Enhancements to Waste Management to implement Organics, enhanced multi-residential waste collection, garbage bag tag program, increased bulk waste collection, special waste days and additional types of acceptable recyclable materials, which increased waste diversion from 42% in 2007 to 59% in 2015.
- Increased annual Regional investment in Water, Wastewater and Transportation, and State-of-Good-Repair capital programs from \$74.7 million in 2007 to \$104.7 million in 2016.
- Investment to undertake a pilot project in 2016 to open the Halton Waste Management Site (HWMS) on Sundays from April to July in support of enhanced customer service.

Corporate Administration

- Funding contribution totalling \$2.5 million for McMaster University to establish a Centre for Advanced Management Studies, a McMaster Affiliated Family Health Centre and a Teaching Affiliation with Joseph Brant Memorial Hospital.
- \$2.0 million grant provided for the Randle Reef remediation project as part of the Remedial Action Plan for Hamilton Harbour.
- Implementation of a financing plan to stimulate economic development in employment lands by providing Regional interim financing for water and wastewater servicing (to be recovered from future Development Charges (DCs)). The employment lands include Milton's Business Park 2, Halton Hills' 401 Corridor and Winston Park's West Business Area.
- Implementation and development of the Development Financing Plans (CS-73-08/PWE31-08 re: 2008-2021 Infrastructure Staging Plan and Development Financing Plan Framework; CS-49-09/PW-20-09/LPS80-09 re: Financial and Implementation Plan for the 2008/2009 Allocation Program; and CS-20-12 re: 2012-2020 Development Financing Plan) and the Allocation Programs (2008/2009 and 2012) since 2008 in order to accommodate residential growth of almost 23,000 units or single-detached family unit equivalent (SDE), providing over \$2.0 billion of water, wastewater and transportation capital infrastructure programs without financial impact to existing taxpayers.
- Establishment of the Internship and Apprenticeship Program in 2016 to ensure employment experiences and opportunities for talented and highly motivated recent graduates.

These cost increases were funded by:

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

The 2017 Budget continues to focus on maintaining service levels for core services, making strategic investments to address community needs and maintaining the tax rate increase for Regional Services within the rate of inflation as detailed in the Tax Overview section. The following highlights strategic investments proposed in 2017.

- Strengthening Paramedic Services by providing additional paramedics at the new East Milton station to provide 24/7 operation and an enhanced logistics operation,
- Additional resources in Clinical Health Services nursing hours to respond to growing immunization needs for children and youth,
- Increased funding for the HRCIF for non-profit programs that support the health and wellbeing of residents,
- Additional Employment and Social Services resources to support OW job seekers and employers,
- Social housing subsidy to establish Oakville Senior Citizen's Residence (OSCR) as a stand-alone housing provider,
- Additional funds for Our Kids Network (OKN) to support research and provide a platform for open data that benefits Halton's children and families,
- Implementation of Regional landfill Sunday opening from 8:00 a.m. to 12:00 p.m. during the months of May to June,
- Additional funds for the Regional Community Improvement Plan (CIP) to establish the Regional financial incentive programs to promote rehabilitation and redevelopment in the CIP project areas,
- Expansion of the Internship and Apprenticeship Program to provide more paid, temporary employment opportunities to new graduates and apprentices and address Departments' demand for resources,
- Increased support for the implementation of the Biodiversity Strategy to enhance monitoring and research initiatives for the Halton Regional Forests, funded by increased contract revenues,
- Additional resources to facilitate development of intensification areas as part of the Regional Official Plan (ROP) implementation,
- Implement a mobile technology strategy to provide enhanced service delivery to the community,
- Additional resources to maintain Asset Management service levels for corporate facilities,
- Additional resources in Public Works to meet requirements under federal, provincial legislation and conservation authorities policies/guidelines and to support capital contract compliance, and
- Additional resources in Public Works to accelerate the replacement of water meters, provide roads system modelling support and manage maintenance of treatment plants.

2017 Regional Property Tax Impact including Halton Regional Police Service (HRPS)

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

Property Tax Impact of Regional Government Services (Per \$100,000 CVA)**						
	2016		2017		Change	
	Actual		Budget		\$	%
Regional Services	\$	197	\$	200	\$	4 1.9%
Police Services*		114		116		2 2.0%
Total Regional Taxes	\$	310	\$	316	\$	6 1.9%

Schedule may not balance due to rounding.

* Approved by Police Services Board

** Based on projected 1.7% assessment growth

For example, for a household with \$400,000 CVA, the Regional tax increase for 2017 would be \$24 including Police Services. This is calculated based on dividing the assessed household value of \$400,000 by \$100,000 and multiplying the calculated value (\$4) by the total Regional tax increase per \$100,000 CVA of \$6.

2017 Water and Wastewater Rate Impact

Water and wastewater services are not funded by property taxes. These services are fully funded by water and wastewater rates that are collected based on the volume of water consumed and a monthly service charge. In Halton, water and wastewater charges are billed on behalf of the Region on the electricity bills issued through the 4 local distribution companies.

As shown in the following table, the 2017 Water and Wastewater Rate-Supported Budget has a 5.1% increase, consistent with Report FN-20-16 (re: 2017 Budget Directions). Of the 5.1% increase, 1.6% relates to the net operating costs of the water and wastewater system and the balance of the increase relates to capital financing of the State-of-Good-Repair program and the rate revenue and structure adjustments. For a typical residential home using 250 cubic metres (m³) of water per year, this will result in an additional \$45 in 2017 for both water and wastewater charges.

Rate Impact On a Typical Household (250 m ³ / Year)						
2016		2017		Change*		
Budget		Budget		\$	%	
Water	\$ 405	\$ 420	\$ 15	3.8%		
Wastewater	478	509	30	6.3%		
Total	\$ 883	\$ 929	\$ 45	5.1%		

*Based on -3.5% consumption growth and 1.6% customer growth

2017 Budget Summary

The 2017 gross Operating Budget is \$718.1 million for Regional Services and \$155.5 million for Police Services, resulting in \$873.6 million for combined services. The \$718.1 million gross Operating Budget for Regional Services includes financing of \$168.2 million for the Region's capital program. The increase in the Operating Budget for Regional Services is \$23.9 million, comprised of \$18.1 million for tax-supported services and \$5.8 million for rate-supported services.

The 2017 Capital Budget is \$202.5 million, consisting of \$192.5 million for Regional Services and \$10.1 million for Police Services. The Region's capital program is decreasing in 2017 as the capital projects related to the 2012 Allocation Program have all been moved to an implementation stage. The capital program is discussed in detail under the Capital Budget and Forecast section.

2017 Gross Budget of Regional Government Services						
\$000s	2017			2016		
	Tax Budget	Rate Budget	Requested Budget	Approved Budget*	Change	
Operating Budget:						
Regional Services	\$ 510,995	\$ 207,079	\$ 718,074	\$ 694,198	\$ 23,876	
Police Services	155,501	n/a	155,501	149,762	5,739	
Total	\$ 666,495	\$ 207,079	\$ 873,575	\$ 843,960	\$ 29,615	
Capital Budget:						
Regional Services	\$ 108,565	\$ 83,915	\$ 192,480	\$ 327,426	\$ (134,946)	
Police Services	10,056	n/a	10,056	5,073	4,983	
Total	\$ 118,621	\$ 83,915	\$ 202,536	\$ 332,500	\$ (129,963)	

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

* Restated as set out in FN-20-16

The \$718.1 million in gross Operating Budget for Regional Services (excluding Police Services) will be funded from a variety of sources as shown in the table below. This includes a 3.6% increase in property tax revenues that will be generated from a 1.9% tax rate increase and a 1.7% assessment growth (primarily new properties on the assessment roll). The 3.0% increase in water and wastewater revenues will be generated from a 5.1% rate increase as described in detail later in this section and in the Water and Wastewater Overview section.

Tax & Rate Gross Operating Revenues by Funding Source				
\$000s	2016	2017	Change	
Property Tax Revenue	\$ 240,814	\$ 249,520	\$ 8,706	3.6%
Water and Wastewater Rate Revenue	183,224	188,712	5,488	3.0%
Provincial Subsidies	151,672	160,362	8,690	5.7%
Federal Subsidies	15,804	16,152	349	2.2%
Program Revenues	34,372	34,746	375	1.1%
Other	5,714	5,982	269	4.7%
Investment Income	55,000	55,000	-	0.0%
Supplementary Taxes	7,600	7,600	-	0.0%
Total Revenue	\$ 694,198	\$ 718,074	\$ 23,876	3.4%

Schedule may not add due to rounding.

Property taxes fund approximately 35% of gross expenditures for Regional Services while water and wastewater rate revenues fund 26% of the expenditures. Approximately 22% of total revenues are subsidies from the provincial government primarily to fund cost-shared Health and Social Services programs. The proportion of funding from the various revenue sources has not significantly changed from 2016.

Tax & Rate Gross Operating Revenues by Funding Source				
\$000s	2016		2017	
	\$	%	\$	%
Provincial Subsidies	\$ 151,672	21.8%	\$ 160,362	22.3%
Federal Subsidies	15,804	2.3%	16,152	2.2%
Program Revenues	34,372	5.0%	34,746	4.8%
Other	5,714	0.8%	5,982	0.8%
Investment Income	55,000	7.9%	55,000	7.7%
Supplementary Taxes	7,600	1.1%	7,600	1.1%
Subtotal	270,161	38.9%	279,843	39.0%
Property Tax Revenue	240,814	34.7%	249,520	34.7%
Water and Wastewater Rate Revenue	183,224	26.4%	188,712	26.3%
Total Revenue	\$ 694,198	100.0%	\$ 718,074	100.0%

Schedule may not add due to rounding.

As noted above, the Capital Budget for 2017, including Police, is \$202.5 million which includes \$141.6 million for maintaining the state-of-good-repair and \$60.9 million for growth-related infrastructure. Financing for the Capital Budget varies significantly each year depending on the nature of the capital projects planned and is based on a 10-year financing plan. The sources of funding for the capital program are shown in the table below.

Capital Financing Sources				
\$000s	2016		2017	
	\$	%	\$	%
Development Charges - Residential	\$ 117,621	35.4%	\$ 40,953	20.2%
Development Charges - Non-Residential	755	0.2%	551	0.3%
Infrastructure Investment Revolving Fund	16,423	4.9%	826	0.4%
Tax Capital Reserves (Operating Contributions)	94,019	28.3%	72,101	35.6%
Rate Capital Reserves (Operating Contributions)	97,712	29.4%	81,741	40.4%
External Recoveries	5,969	1.8%	6,363	3.1%
Total	\$ 332,500	100.0%	\$ 202,536	100.0%

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

For the growth-related capital program, a key principle of the financing plan is that growth must pay for growth to the extent allowed in the DC legislation. The financing of the 2017 capital program reflects the principles approved under the 2012 Development Financing Plan (CS-20-12). Under the Financing Plan, all capital costs related to serving residential development are funded from DCs. The Region provides interim financing for capital costs related to non-residential development through the Infrastructure Investment Revolving Fund, Tax Capital Reserve and debt. This interim financing is a strategic investment for economic development in the Region and is recovered through the collection of non-residential DCs, including carrying costs.

The State-of-Good-Repair capital program is funded through the Capital Reserves and External Recoveries. The Capital Reserves are funded by operating contributions and interest earnings from the respective Tax and Rate-Supported Operating Budgets. The Gas Tax revenue of \$14.2 million is an important source of funding included in the Tax and Rate Capital Reserve financing.

There is a notable decrease in DC reserve funding in 2017. This change is due to the reduction in the growth-related capital program in 2017 as the capital projects related to the 2018 Allocation Program have moved into an implementation stage.

The gross operating expenditures less revenues (other than property taxes and water and wastewater revenues) are the net expenditures. The net expenditures are the amounts that must be collected from property taxes or water and wastewater rates. The following tables indicate the net expenditures by program for the 2017 Tax-Supported Budget (excluding Police Services) and Rate-Supported Budget.

As shown in the following table, the 2017 requested budget for tax-supported services (excluding Police Services) is increasing from \$240.8 million to \$249.5 million, an increase of \$8.7 million or 3.6% before assessment growth. Of this increase, the base budget is increasing by \$5.7 million or 2.3%. This increase in net expenditure is close to the rate of inflation and is achieved through cost-saving measures and redeployment of staff resources in each of the departments to priority areas in 2017. In addition to the base budget increase, the 2017 Budget proposes a number of strategic investments of \$3.1 million that align with the Council-approved Strategic Action Plan (2015-2018). The combined base budget (\$5.7 million) and strategic investments (\$3.1 million) results in an \$8.7 million increase in net expenditures for 2017. The assessment growth (primarily new properties) in 2016 is estimated to be 1.7% or \$4.1 million. This results in a net tax increase of 1.9% for the 2017 Budget.

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

Net Operating Budget for Tax-Supported Services (Excluding Police Services)								
Levy Requirement by Program								
\$000s	2016		2017			Change in Budget		
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Budget		2017 Requested to 2016 Budget	
Public Health Resources	\$ 2,000	\$ 2,250	\$ -	\$ 2,250	\$ 251	12.5%	\$ 251	12.5%
Healthy Environments & Communicable Disease	4,817	5,192	-	5,192	374	7.8%	374	7.8%
Healthy Families	5,568	5,946	-	5,946	378	6.8%	378	6.8%
Clinical Health Services	4,062	4,028	85	4,113	(35)	-0.8%	50	1.2%
Paramedic Services	16,917	17,812	782	18,594	896	5.3%	1,677	9.9%
Children's Services	11,503	11,281	85	11,366	(222)	-1.9%	(137)	-1.2%
Employment & Social Services	7,015	6,415	142	6,557	(600)	-8.5%	(458)	-6.5%
Housing Services	35,882	36,425	689	37,114	543	1.5%	1,232	3.4%
Quality & Service Integration	5,725	5,734	600	6,334	9	0.2%	609	10.6%
Services for Seniors	17,583	18,079	-	18,079	496	2.8%	496	2.8%
Planning	10,688	12,002	181	12,182	1,314	12.3%	1,494	14.0%
Economic Development	2,312	2,571	-	2,571	259	11.2%	259	11.2%
Waste Management	41,341	41,344	60	41,404	2	0.0%	62	0.2%
Road Operations	49,608	51,291	-	51,291	1,683	3.4%	1,683	3.4%
Non-Program	16,242	16,070	428	16,498	(172)	-1.1%	256	1.6%
Boards & Agencies	9,551	10,031	-	10,031	480	5.0%	480	5.0%
Net Regional Impact	240,814	246,470	3,050	249,520	5,656	2.3%	8,706	3.6%
Assessment Growth							(4,094)	1.7%
Regional Levy Requirement	\$ 240,814	\$ 246,470	\$ 3,050	\$ 249,520	\$ 5,656	2.3%	\$ 4,612	1.9%

Schedule may not add due to rounding.

As shown in the following table, the 2017 requested budget for Water and Wastewater Services is increasing from \$183.2 million to \$188.7 million, an increase of \$5.5 million or 3.0%. This includes the base budget increase of \$5.2 million or 2.9% and strategic investments of \$239,000 that align with the Council-approved Strategic Action Plan (2015-2018). The customer growth is estimated to be 1.6% or \$1.1 million. The costs of the adjustments to the consumption growth and the rate structure (uniform rate and wastewater cap removal) are estimated at \$3.8 million and \$1.2 million, respectively. This results in a net water and wastewater rate increase for the 2017 Budget of \$9.4 million or 5.1%. The net expenditures shown below incorporate the cost of Corporate Administration in order to reflect the full cost of service delivery.

Of the 5.1% increase, 1.6% relates to the net operating costs of the water and wastewater system, 2.4% to implement changes to the consumption growth and the rate structure, and 1.1% relates to capital financing to support the State-of-Good-Repair capital program.

Net Operating Budget for Water & Wastewater Services								
\$000s	2016	2017			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Budget		2017 Requested to 2016 Budget	
Water Treatment	\$ 22,308	\$ 22,761	\$ 21	\$ 22,782	\$ 453	2.0%	\$ 473	2.1%
Wastewater Treatment	38,219	40,363	178	40,541	2,144	5.6%	2,322	6.1%
Water Distribution	24,492	24,522	23	24,545	30	0.1%	53	0.2%
Wastewater Collection	19,693	20,114	18	20,132	421	2.1%	439	2.2%
Infrastructure Management	78,511	80,711	-	80,711	2,200	2.8%	2,200	2.8%
Net Program Impact	\$ 183,224	\$ 188,472	\$ 239	\$ 188,712	\$ 5,249	2.9%	\$ 5,488	3.0%
Consumption Growth (-3.5%)							3,826	2.1%
Uniform Rate							2,585	1.4%
Wastewater Cap Removal							(1,341)	-0.7%
Customer Growth (1.6%)							(1,127)	-0.6%
Net Increase Requirement							\$ 9,432	5.1%

Schedule may not add due to rounding.

2017 Budget Overview

The 2017 Budget continues to maintain service levels in the Region's core service areas and ensures delivery of the priorities identified by Regional Council through the Strategic Action Plan. In April 2015, Council approved Halton's Strategic Action Plan (2015-2018) which recognizes the important planning and priority setting focused on achieving Halton's vision to continue to be a great place to live.

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

AAA Credit Rating

Maintaining a AAA credit rating over the past 28 years is a testament to the financial position, policies and practices of the Region and Local Municipalities. A AAA credit rating reflects Halton's strong operating budgetary results, moderate debt burden, high levels of liquidity, a commitment to multi-year planning, stable revenue and expenditure flows, a diversified economy and prudent fiscal management practices. Maintaining a AAA credit rating provides the best possible capital financing rates and minimizes long-term infrastructure capital financing costs.

Tax Increases At or Below the Rate of Inflation

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

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

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

Financing Growth

The Provincial Growth Plan has imposed financial challenges on the Region. For more than 20 years, the Region has had a long-standing practice that an acceptable development financing plan must be approved by Regional Council prior to proceeding with growth-related programs. Regional Council is committed to supporting planned growth by working in partnership with the development community in order to maintain the Region's objective of protecting Halton Region's tax and rate payers from impacts related to financing growth-related infrastructure, while also maintaining Halton's strong financial position. This principle is upheld through the Region's Development Financing Plan, which states that all growth-related costs that can be recovered from DCs will be recovered in accordance with the DCA. Currently, the Region is implementing the 2012 Allocation Program and financing plan approved by Council, which includes water, wastewater and transportation infrastructure at an estimated cost of \$1.4 billion, to be funded primarily from the development community through the construction of 14,000 Single Detached Equivalent units (SDEs) in the Town of Milton and Town of Oakville.

As discussed in LPS17-16/FN-03-16 (re: 2017 Development Charge (DC) Update Work Plan, Terms of Reference and Council Appointments to the 2016-2018 Development Charges Advisory Committee (DCAC)), the current DC By-law No. 48-12 will expire in September of 2017. Accordingly, the Region is currently undertaking a DC by-law update process for the by-law passage in the spring of 2017 following the release of the DC Background Study scheduled in December 2016/January 2017. Following the successful completion of the DC by-law update, the Region will move forward with updating the infrastructure implementation and financing plan in support of the 2018 Allocation Program. Through the financial planning process, the Region will identify any funding challenges related to financing infrastructure needed for development and take necessary measures to address the funding challenges. The next allocation program will include approximately 15,800 SDEs in the Town of Milton, Town of Oakville and Town of Halton Hills (LPS106-15).

Despite Halton's rigorous process to develop its Development Charges Background Study through its Master Plans, Growth Plans, developer consultations and consultant review, a significant amount of growth-related costs cannot be recovered under the current DCA as amended. Council has made several submissions to the Province between 2014 and 2015 for changes to the DC legislation. These submissions to the Province reflected Regional Council's request to make amendments to the DCA consistent with the principle that growth pays for growth. However, changes to the DCA enacted through Bill 73 in December 2015 are much different than what the Region requested in early 2014 and reiterated on several occasions to the Province.

As part of the current 2017 DC update process, staff have identified and updated the capital costs that are not being recovered from growth based on the principle of growth pays for growth. Under the current DCA, Halton Region's DC revenues are estimated to be, at minimum, \$14.0 million per year lower than a calculation based on a growth pays for growth principle. This is equivalent to a 5.8% tax increase. Based on the current estimate (\$14.0 million/year), there has been \$224 million of growth-related infrastructure in Halton that has not been funded by DCs since 2000. By 2031, without changes to the DCA, that number will grow to over \$430 million. This cost represents the growth-related infrastructure funding gap, which needs to be financed to support the provincially-mandated growth plan. The costs of servicing growth that cannot be recovered through DCs will need to be funded by Halton taxpayers, which will be addressed as part of the next development financing plan in support of the 2018 Allocation Program.

Asset Management Plans

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

Public Accountability, Transparency and Engagement

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

Halton has been successful in advocating to the provincial and federal governments and has been allocated with a total of \$85.4 million in new funding since 2014. This includes \$32.6 million for Housing initiatives under the Investment in Affordable Housing for Ontario (IAH) program; \$40.5 million in Infrastructure financing through programs such as the Clean Water and Wastewater Fund and the Canada 150 Community Infrastructure Program; \$1.5 million in Disaster Mitigation relief; and \$10.8 million to prevent and address homelessness through the Community Homelessness Prevention Initiative (CHPI) and Homelessness Partnering Strategy (HPS) Enhancement program.

Opportunities for residents to provide feedback on Regional programs and services including customer service are also a key priority. Residents continue to be very satisfied with the delivery of Regional services and continue to place the highest importance on planning for future infrastructure needs and the maintenance of current infrastructure. The Region is committed to providing high-quality programs and services while minimizing the financial impact on the taxpayer. The 2017 Budget will continue to ensure the Region maintains the high-quality of life and services residents of Halton have come to expect.

2017 Budget Development

The following chart highlights the process undertaken to prepare the 2017 Tax and Rate-Supported Budgets.

2017 Budget Process				
	Tax Increase	Assessment Growth	Rate Increase	Consumption / Customer Growth
2017 Forecast	2.1%	1.5%	5.1%	0.0% / 1.6%
2017 Budget Direction	1.9%	1.7%	5.1%	0.0% / 1.6%
2017 Budget	1.9%	1.7%	5.1%	-3.5% / 1.6%

The 10-year Operating Budget Forecast in the 2016 Budget and Business Plan projected the tax increase for Regional programs in 2017 to be 2.1% while a 5.1% increase was anticipated for the rate-supported program. The 10-year Operating Budget Forecast was developed based on existing program financing plans, program-specific assumptions with respect to provincial funding, and expected inflationary and growth factors. For the 2017 Budget Directions, the forecast budget model assumptions were updated to reflect inflation and higher assessment growth from 1.5% to 1.7%. For the rate forecast budget model, the Budget Directions maintained the water consumption (0.0%) and customer growth (1.6%) projected in the 2016 forecast, and stated that adjustments to the consumption growth and rate structure will be considered with no additional rate increase as part of the budget development. The 2017 Budget Directions also recognized that some program enhancements would need to address growth and other program pressures in order to maintain service levels. Based on these factors, Council approved the 2017 Budget Directions with a tax increase at or below the rate of inflation (2.0%) for Regional Services (excluding Police Services) and a rate increase not to exceed 5.1%.

Several times during the budget process, the Management Committee reviewed the base budget and proposed strategic investments to ensure levels of services are maintained and to achieve Council priorities. Further, a number of options were reviewed to implement the adjustment to the water consumption budget and the rate structure. These considerations are reflected in the 2017 Budget with a 1.9% tax increase and a 5.1% rate increase.

To achieve the 2017 Budget Directions recommendations, while ensuring sufficient resources are available to maintain service levels, support Council priorities and address inflationary and growth pressures, the 2017 Budget incorporates additional revenues, savings in the base budget through efficiencies and the redeployment of resources to priority programs.

The **2017 Tax-Supported Budget** includes the following savings and subsidies/revenues:

- Increased subsidy of \$5.7 million in Housing Services for the Social Housing Improvement Program (SHIP), IAH – Social Infrastructure Fund (SIF), and Survivors of Domestic Violence - Portable Housing Benefit (SDV-PHB) (SS-25-16 re: Funding Allocations and Commitments under New and Existing Senior Government Housing Programs), as well as for IAH 2014 Extension (IAH-E), CHPI and HPS Enhancement program.
- Increased subsidy of \$1.4 million in Employment and Social Services for OW upload savings (\$496,000), OW benefit cost increase (\$610,000) and OW cost of administration (\$171,000).
- Additional subsidies of \$1.0 million for Paramedic Services for growth and strategic investments proposed in accordance with the Province's funding formula.
- Increased subsidies of \$702,000 in Services for Seniors mainly for per diem inflationary increases and changes in the Case Mix Index.
- Additional subsidy of \$500,000 anticipated in Children's Services for fee subsidies.
- Increased subsidy of \$79,000 for Public Health and the North Halton Mental Health Clinic (NHMHC), mainly for the Healthy Smiles Ontario (HSO) program.
- Increased revenue of \$350,000 in Payment-in-Lieu of taxes based on recent trends.
- Increased revenues of \$151,000 for basic and preferred resident accommodation revenue in Long-term Care facilities.
- Decreased costs of \$576,000 in Waste Management related to revised contract for apartment collection.
- Decreased advertising costs of \$302,000 to reflect actual trends.
- Decreased costs of \$121,000 in insurance deductibles based on actual trends.
- Decreased costs of \$102,000 in the geospatial mapping data program based on contract change.
- Decrease of \$70,000 in Natural Gas costs based on trends.
- Reorganizations and redeployments of resources in departments to position for the future and align with Council priorities.

In addition, the following savings and revenues of \$5.7 million were identified in the **2017 Rate-Supported Budget**, which were used to fund priority areas in the water and wastewater program:

- Debt charge savings of \$5.1 million resulting from the continued implementation of pay-as-you-go capital financing
- \$344,000 decrease in professional consulting fees to reflect recent trends
- Additional revenue of \$270,000 to reflect increased demand for services such as sewer discharge agreement and permit inspection fees

2017 Budget Key Drivers

The savings discussed above, together with assessment growth of 1.7% and water and wastewater customer growth of 1.6%, are used to partially fund the key drivers in the 2017 Budget as discussed below. The investments required to address these key drivers have been included in the 2017 Budget within the 1.9% tax increase for Regional Services and 5.1% increase for water and wastewater rates. The following key drivers of the 2017 Budget reflect Council's strategic priorities as set out in the Region's Strategic Action Plan 2015-2018:

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

Planning Healthy, Complete Communities

The Province has mandated that Halton Region plan to grow to 780,000 people by 2031. Planning for this growth to create complete, active, and healthy communities served by high-quality infrastructure, including a comprehensive transportation system, is a high priority for the Region. Halton's distinct approach to planning and funding growth and commitment to support intensification in identified areas are key to Halton's long-term success.

The 2017 Budget and Business Plan incorporates the 10-year capital programs and strategic investments that will continue to support this strategic priority.

Integrated Transportation Network

The Region continues to plan and deliver an integrated transportation network that supports walking, cycling, transit, passenger vehicles and goods movement. Approved in 2015, the \$108 million Active Transportation Master Plan (PW-17-15 re: Active Transportation Master Plan) has been well integrated and implemented as part of the Region's transportation capital program and the operating road resurfacing program.

Growth Coordinated with Infrastructure Delivery and Financing

The timing of development in Halton continues to be coordinated with financing and delivery of related infrastructure through development allocation programs. Following the adjustments to the 2011 Water, Wastewater and Transportation Master Plans (PW-33-16 re: 2017 Development Charges Update - Water, Wastewater and Transportation Infrastructure Projects), the 2017 DC by-law update process is well underway, which is expected to be approved by Council in the spring of 2017. Upon successful completion of the DC by-law update, the Region will undertake an infrastructure and financing plan to be approved by Council in the fall of 2017 to launch the next Allocation Program in 2018 and facilitate the development of approximately 15,800 SDE units in Milton, Oakville and Halton Hills over the next 6 years (2018-2023). The 2017 10-year capital program reflects the adjusted Master Plans at an estimated cost of \$2.2 billion, which have been financed in accordance with the Council-approved development financing plan framework (CS-20-12).

Planning for Future Growth

Further, the Region continues to provide input to the Province on updating of the Places to Grow Plan and is currently preparing for the next ROP update. The Region has set out a comprehensive multi-year framework (LPS115-16 re: Integrated Growth Management Strategy) to undertake the next update to the ROP based on the revised provincial growth plan and to deliver infrastructure to support the future development allocation program based on a sustainable financing plan. The next ROP update, scheduled for completion in 2020, will allocate population growth in Halton to 2041. The ROP update will lead to the new update of the Water, Wastewater and Transportation Master Plans and DC by-law (2020-2022) and the development of the infrastructure implementation and financing plan (2021-2023) that will accommodate the 2023 Allocation Program. The resulting capital program will be incorporated in the future budget process.

In addition, the 2017 Budget proposes the following strategic investments at an estimated cost of \$427,000 to support intensification objectives under the ROP and delivery of high-quality infrastructure.

- **Intermediate Planner - Intensification - \$106,000** to hire a new Intermediate Planner to support the development of intensification areas – the ROP’s highest priority of urban development.
- **Regional Program for Community Improvement Plans (CIPs) - \$75,000** to provide grants to Local Municipalities in response to applications for their CIP programs that meet program guidelines and assist in implementing a number of ROP policies.
- **Senior Policy Analyst (Infrastructure Planning & Policy) - \$130,000** to hire a Senior Policy Analyst to manage the Public Works’ suite of by-laws, standards and guidance documents related to the planning of Halton’s infrastructure networks. The cost will be partially recovered from capital projects (\$48,000), resulting in a net rate impact of \$82,000.
- **Infrastructure Network Analyst - \$116,000** to hire an Infrastructure Network Analyst to update, maintain, operate and fully review the Region’s transportation demand forecast modeling which is currently being outsourced to a third-party. The cost is to be recovered from capital projects funded mainly through DCs.

Growing the Regional Economy

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

The 2017 Budget continues to include the provisions to support the development and redevelopment of employment areas and to promote Halton in order to attract new businesses and visitors.

Regional Investments in Economic Development

The 2017 Budget includes the Region's continued investment in economic development through its interim financing for non-residential growth. The Region has historically provided interim funding in recognition of infrastructure development being driven by the residential development and delivered well in advance of non-residential requirements. To ensure that this interim financing does not impact tax or water and wastewater rates, the Region uses internal borrowing for these requirements. The Infrastructure Investment Revolving Fund is used for the water and wastewater growth program and the Tax Capital Reserve is used for the Transportation program. The Region provides an annual operating contribution of \$14.3 million to the Infrastructure Investment Revolving Fund in order to sustain the reserve fund capacity for interim financing. In addition, the Region provides an annual contribution of \$27.1 million to the Tax Capital Reserve for interim financing of the non-residential share of growth-related Transportation capital cost, as well as the state-of-good-repair costs for the program. As of 2016, the Region's investment from the Infrastructure Investment Revolving Fund is projected to be approximately \$225 million, while the investment from the Tax Capital Reserve is \$122 million. The repayment back to these reserves will be addressed as part of the 2017 DC update. These Regional reserves will be reimbursed (including interest) from the collection of DCs as non-residential development proceeds in the future. The Region has also invested \$106 million in water and wastewater infrastructure for the key employment areas (Milton Business Park II, Oakville Winston Park West, and Halton Hills 401 Corridor).

Halton's Heritage and Enhanced Visitor Experience

Since the Council adoption of the Museum Master Plan in 2014 (LPS62-14), the Region has carried out the short-term strategies, including development of new exhibits, an exhibit studio, improvements to collections storage and expanding public programs. The 2017 Budget includes \$90,000, an increase of \$60,000 from the 2016 Budget, for further expansion of exhibition development including additional web functionality, research, and artifact and image identification. The exhibition development program is expected to grow to \$150,000 by 2019 for design, fabrication, circulation of new exhibits (e.g., history of main streets in regional communities). The Region also continues to move forward to implement mid to long-term strategies, including site selection for the Halton Heritage Resource Centre as set out in LPS102-15 (re: Museum Master Plan Implementation Update and Proposed Site Evaluation Process for the Halton Heritage Centre). The 2017 10-year capital program includes an \$8.0 million funding requirement in 2018 for the construction of the Heritage Centre. The plan will be updated and reported to Council once an appropriate site has been identified.

Foreign Direct Investment Attraction - Toronto Global

Undertaking joint international activities, Halton continues to work with municipalities and private sector partners across the Toronto Region through a new Foreign Direct Investment Attraction Agency for the GTA, now known as Toronto Global. As part of Toronto Global, Halton Region leverages the internationally recognized Toronto name on top of significant funding from senior levels of government and other Toronto Region municipalities that are required to build the necessary brand awareness in the international market, generate a healthy sales funnel of foreign corporate investment leads and provide the requisite level of service to assist foreign companies with locating their business in the Toronto Region. As set out in LPS113-16 (re: Economic Development - Update on Toronto Global), the 2017 Budget includes the Regional funding contribution of \$160,000 based on the funding arrangement (active until 2018) with Toronto Global.

Supporting Halton Business to Go Global

Regional Council also approved in principle through LPS41-16 (re: Economic Development - Supporting Halton Business to Go Global) the provision of new programming and services by the Region's Economic Development Division commencing in 2017 to support Halton-based small and medium-sized enterprises (SMEs) to succeed in accessing the global marketplace. The report recommended that staff enter into discussions with Haltech to investigate a co-location arrangement between Haltech and the Economic Development Division at the Halton Regional Centre, with the objective of establishing a Halton Global Business Centre (HGBC) within the Region. With increased opportunities for collaboration between Haltech and Regional staff, the HGBC will assist Halton SMEs to find success in the global marketplace and promote the participation and support of the Local Municipalities, senior levels of government, chambers of commerce and non-profit and for-profit business support entities. To facilitate the co-location with Haltech, the Region's Economic Development Division will be redesigned at an estimated one-time cost of \$200,000. This will be accommodated as part of an existing capital project T5013A (Halton Regional Centre Rehabilitation and Replacement), requiring no new capital funding.

Connecting People with Services

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

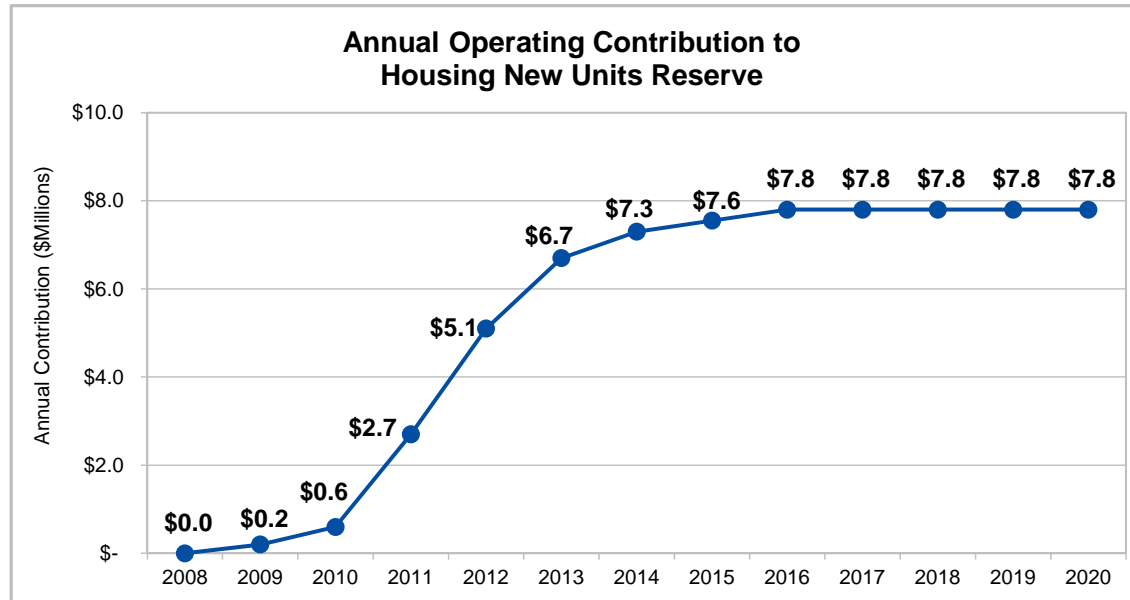
The 2017 Budget incorporates the continued implementation of the Region's Comprehensive Housing Strategy (CHS) and additional investments to deliver affordable housing solutions and increase the number of assisted housing opportunities available in partnership with federal and provincial governments.

Comprehensive Housing Strategy

The Region updated its CHS (2014-2024) as approved by Council in Report SS-21-13 (re: Approval of Comprehensive Housing Strategy (2014-2024)) to reflect current housing priorities and the supporting financial plan. As discussed below, Halton's Housing program has expanded based on continued contribution from the Region and the increased funding allocated from the provincial and federal governments.

Regional Contribution

The Regional funding for new assisted housing opportunities will continue at \$7.8 million in 2017, as set out in the CHS. The following graph shows Halton's annual Operating Budget funding contribution to the Housing New Units Reserve from \$0 in 2008 to \$7.8 million in 2016. Funding will continue at this level and is required to deliver the target of 550 to 900 new assisted housing opportunities over the next 10 years, as set out in the CHS.



The annual Operating Budget contribution (\$7.8 million in 2017) provided to the Regional Housing New Units Reserve, combined with provincial and federal contributions described below, accommodate a number of initiatives to increase the assisted housing stock in Halton Region, including purchasing or developing rental units, providing rental assistance in new or existing buildings and creating specialized housing for specific target groups. Assisted housing plays an important role in helping Halton's low and moderate-income individuals and families obtain housing that is stable and secure.

Provincial and Federal Contribution

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

In August 2014, the Province announced the extension of the IAH program, a joint initiative between the provincial and federal governments that will provide \$800 million for more affordable housing in Ontario over a period between 2014 and 2020. Halton has been allotted a total of \$20.9 million of IAH funding (SS-13-15/LPS23-15 re: Year 2-6 Funding Allocations under Investment in Affordable Housing for Ontario – 2014 Extension (IAH-E)), of which \$15.2 million will be directly utilized by the Region and the remaining \$5.7 million administered by the Province on Halton's behalf for the Housing Allowance program. As of 2016, the Region has applied \$5.7 million out of the total \$15.2 million towards the acquisition of new housing units and the grant assistance for renovations and homeownership. The balance of \$9.5 million has been incorporated in the 2017 Budget and Forecast.

In June 2016, Halton was also allocated an additional \$11.7 million through the IAH-SIF (SS-25-16). The IAH-SIF is a joint initiative between the provincial and federal governments and provides an opportunity to make strategic investments to address key priorities identified through the Provincial Long-Term Affordable Housing Strategy Update. Out of \$11.7 million, \$11.4 million is to be directly utilized by the Region and the remaining \$344,000 administered by the Province on Halton's behalf for the Housing Allowance program. As discussed in reports LPS87-16 and SS-25-16, \$6.1 million of the \$11.4 million was applied in 2016 to acquire new housing units. The balance of \$5.3 million has been included in the 2017 Budget and Forecast to fund state-of-good-repair capital needs of existing social housing units (\$3.4 million - SHIP), increase rent supplements for Halton housing clients (\$1.6 million – IAH-SIF), and provide administrative support (\$310,000).

10-year Housing Program

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

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

The Region's housing program has been updated through the annual budget process based on new housing opportunities and funding received from the upper tier governments since the CHS was approved. The following is the updated housing program plan going forward that has been incorporated in the 2017 Budget and Forecast.

Based on the funding contributions provided, the 2017 Budget and Business Plan provides the 10-year housing program as shown below.

Halton Region 10-year Housing Program (\$000's)											
Program - Delivered by Halton	2017 Budget	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	Total
Expenditures:											
Rental Component (new units)	\$ 10,600	\$ 11,850	\$ 9,750	\$ 9,000	\$ 9,400	\$ 9,450	\$ 9,450	\$ 11,200	\$ 10,000	\$ 10,000	\$ 100,700
Rental Assistance	1,219	1,090	1,255	1,536	1,773	1,968	2,120	2,123	2,123	2,123	17,327
Homeownership/Renovation	1,325	750	1,144	-	-	-	-	-	-	-	3,219
Admin fees	488	269	180	-	-	-	-	-	-	-	937
Total	\$ 13,631	\$ 13,958	\$ 12,329	\$ 10,536	\$ 11,173	\$ 11,418	\$ 11,570	\$ 13,323	\$ 12,123	\$ 12,123	\$ 122,183
Funding:											
Regional Reserve	\$ 7,885	\$ 8,156	\$ 8,221	\$ 8,502	\$ 9,139	\$ 9,384	\$ 9,575	\$ 11,523	\$ 10,323	\$ 10,323	\$ 93,031
Regional DC Reserve	1,600	1,700	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	17,700
Prov/Fed IAH-E	3,646	3,826	2,075	-	-	-	-	-	-	-	9,547
Prov/Fed IAH-SIF	500	277	234	234	234	234	195	-	-	-	1,905
Total	\$ 13,631	\$ 13,958	\$ 12,329	\$ 10,536	\$ 11,173	\$ 11,418	\$ 11,570	\$ 13,323	\$ 12,123	\$ 12,123	\$ 122,183
Delivered & Funded by Province											
Housing Allowance	\$ 1,071	\$ 1,476	\$ 1,882	\$ 931	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,360

The 2017 10-year housing program totals \$122.2 million, of which \$100.7 million has been allocated in the Capital Budget to acquire new housing units and the remaining \$21.5 million allocated in the Operating Budget to provide rental assistance, grant assistance towards homeownership and renovations, and administrative support. In addition, the Province will continue to deliver and finance the Housing Allowance program on Halton's behalf for \$5.4 million.

Halton's 10-year housing program will be funded through both the Regional contribution and provincial/federal contributions through IAH-E and IAH-SIF. A significant portion (\$93.0 million) of the \$122.2 million program will be funded by the Regional Housing New Units reserve, which is funded from the \$7.8 million annual operating contributions, followed by the Housing DC reserve (\$17.7 million) and IAH-E and IAH-SIF (\$11.5 million).

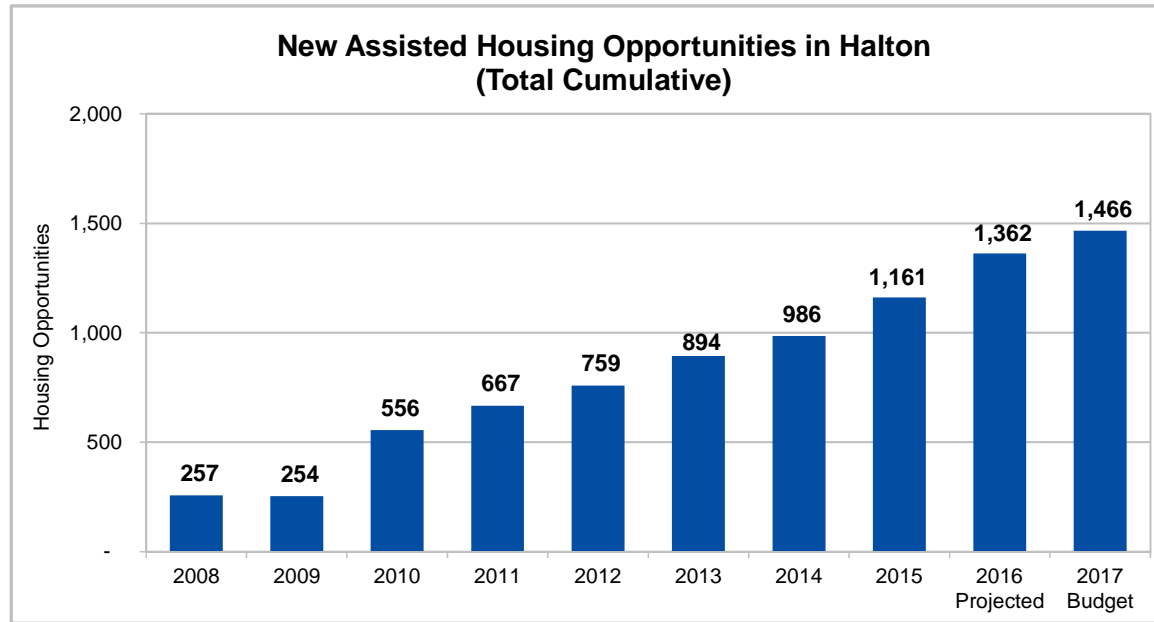
The combined Regional and IAH funding of \$122.2 million will be used to support the programs as follows:

- **Capital New Units Acquisition** (Rental Component) - \$100.7 million to acquire new housing units, which is funded by the Housing New Units reserve (\$77.3 million), Housing DC reserve (\$17.7 million), IAH-E and IAH-SIF (\$5.7 million)
- **Rental Assistance** - \$17.3 million to support the following. These programs will be funded from the Regional Housing New Units reserve (\$15.7 million) and IAH-SIF (\$1.6 million):
 - HRAP (\$11.7 million) for the new housing opportunities acquired under CHS,
 - Halton In-Situ (\$4.0 million) to provide financial assistance directly to Halton individuals and families to help with their monthly rents in the private rental market,
 - Provincial rent supplement programs (\$1.6 million) to flow funds to private market landlords and community agencies to reduce the amount of rent that low-income Halton residents are required to pay.
- **Homeownership & Renovation** - \$3.2 million to provide grant assistance towards the down payment for homeownership and renovation, which is fully funded by IAH-E
- **Administration Fees** - \$937,000 to provide administrative support, which will be fully funded by IAH-E and IAH-SIF

The 2017 program of \$13.6 million includes additional funding of \$1.0 million provided from IAH-E and IAH-SIF, which will be used to expand the operating programs for rental assistance and homeownership programs in 2017.

Assisted Housing Opportunities

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



Between 2008 and 2016, Halton has created an additional 1,362 assisted housing opportunities and provided sustainable rental assistance. It is expected that an additional 104 housing opportunities will be created in Halton in 2017, resulting in a total of 1,466 new opportunities added since 2008.

Capacity to Prevent and Address Homelessness

The 2017 Budget also includes an additional \$1.3 million to prevent and address homelessness, funded by provincial and federal subsidies. \$464,000 is provided for the SDV-PHB program, which will provide housing subsidies and pay for first and last month's rent for survivors of domestic violence, as discussed in SS-25-16. The Budget also reflects an additional \$569,000 for the CHPI for homelessness-related programs based on the 2016 provincial investments and a \$293,000 increase in federal funding through the HPS Enhancement.

Social Housing

As of 2016, the Region also supports 3,997 social housing units by providing \$21.2 million in grants to 26 housing providers, including HCHC, as required under the *Housing Services Act* (HSA). The amount of the grant is adjusted each year according to cost factors mandated by the Ministry of Housing (MHO) and Market Rent Index (MRI) factors. Based on these cost factors, an additional \$410,000 is required in 2017 primarily to reflect higher operating subsidy and property tax needs (\$363,000) and a reduction in the federal block funding (\$47,000) received from the MHO. In addition, \$689,000 of new funding is required for the following strategic investment.

- **Oakville Senior Citizen's Residence (OSCR) Base Budget - \$689,000** to provide the OSCR with the necessary base capital and operating budget to operationalize new arrangements (effective January 1, 2017) as a result of the Council-approved de-coupling of the OSCR from the HCHC.

With the increase in base funding of \$410,000 and the strategic investment, the Regional grant in 2017 totals \$22.3 million, a \$1.1 million increase from the 2016 Budget.

Integrated Client-Centred Services

Halton has taken a coordinated approach to respond to high risk individuals and families in partnership with HRPS. The \$200,000 base funding is continued in the 2017 Budget in support of COMMANDE to strengthen a collaborative effort between Social & Community Services, Public Health Services and HRPS.

Furthermore, the Region continues to actively engage with the non-profit sector to expand services available particularly to Halton's vulnerable population. The 2017 Budget provides the following strategic investment:

- **Halton Region Community Investment Fund (HRCIF) Enhancement - \$600,000** to increase the current contribution to \$2.0 million. The additional funding will address increased demand, solidify funding for existing food security programs and respond to needs that emerge through community safety and well-being planning.

Safety and Wellbeing of All Halton Residents

In addition, the 2017 Budget includes base budget provisions in commitment to support the safety and wellbeing of all Halton residents. It includes the provincial and the Regional funding of \$20.7 million to provide 2,346 subsidized child care spaces to maintain levels of services for the growing children population in Halton. Also included in the base budget are \$200,000 for the Older Adults Property Tax Deferral policy as part of the Halton Region Older Adult Plan (HOAP), \$1.1 million for the SPLIT program (\$580,000) and the Food Voucher program (\$544,000).

Further, the 2017 Budget includes the following strategic investments at an estimated cost of \$1.7 million:

- **Paramedic Services - \$1.5 million** The Paramedic Services Master Plan (MO-14-15 re: Paramedic Services 10-Year Master Plan) identifies the needs over the next 10 years to support growth and an increased demand for services as a result of an aging population. For 2017, the following strategic investments of \$1.5 million are required in support of the Paramedic Services Master Plan to maintain existing service levels. Of the total investment of \$1.5 million, \$693,000 is expected to be funded by the Province based on 47% subsidy received in 2016, resulting in a net tax impact of \$782,000:
 - Paramedics - \$1.3 million to provide 11.6 paramedics at the new East Milton station in order to support 24/7 operations and to maintain response times. The cost will be offset by subsidy revenue of \$628,000 for a net tax impact of \$708,000.
 - Logistics Officers - \$139,000 to hire an additional 1.5 Paramedic Services Logistics Officers to extend staffing to evenings and weekends in order to support 24/7 operations and reduce reliance on temporary staff. The cost will be offset by subsidy revenue of \$65,000 for a net tax impact of \$74,000.
- **Immunization Services (Public Health) - Additional Nursing Hours - \$85,000** to increase funding for the casual pool of registered nurses needed to run the increasing number of required school and community immunization clinics as a result of a growing population and enforcement of the ISPA.
- **Our Kids Network (OKN) Research (Children's Services) - \$85,000** to invest in the OKN, which currently holds one of the largest repositories of neighbourhood level data in the Region, in order to support research and provide a platform for open data that benefits the whole community.

Access to Service

The Region is committed to continuously enhancing customer access to Regional services. The 2017 Budget includes the following strategic investments at an estimated cost of \$502,000.

- **Landfill Sunday Opening - \$60,000** The Region provided \$131,000 to launch a pilot project in 2016 to open the HWMS between the hours of 8:00 a.m. to 12:00 p.m. for 13 consecutive Sundays from April 17, 2016 to July 10, 2016. As set out in PW-40-16 (re: Feasibility Study for the Halton Waste Management Site Sunday Opening Pilot Project), the pilot project demonstrated that the Sunday operation provided Halton Residents more convenient access to the landfill site. To implement the recommendation included in PW-40-16, the 2017 Budget includes the strategic investment to open the HWMS on Sundays from 8:00 a.m. to 12:00 p.m. in the months of May and June. This will allow a greater time period for residents to dispose of their waste materials throughout the week.
- **Information Technology (IT) Mobile Strategy - \$300,000** for continued phased implementation of Halton's IT Mobile Strategy to improve delivery of services. As part of the IT Mobile Strategy implementation, staff will investigate and implement mobile technology options to best facilitate the program requirements and delivery, such as service delivery by community-based staff in the Health Department and Long-term Care facilities. There will be an operating impact beginning in 2018 as the additional mobile devices will require air time cards and support related costs.
- **Program Assistants (Employment & Social Services) - \$142,000** to provide 2 Integrated Program Assistants to support increased customer activity at the Burlington OW and Employment Halton offices to work directly with OW clients, job seekers and employers.

Governing for the Future

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

The 2017 Budget and Business Plan includes a 10-year capital plan at a projected cost of \$4.1 billion. Of the \$4.1 billion, \$2.2 billion is projected to address growth infrastructure needs and \$1.9 billion to address the State-of-Good-Repair capital program for existing infrastructure. The following outlines the Region's Corporate Asset Management Plan that drives the 10-year State-of-Good-Repair program.

Asset Management Plan

The Region's Corporate Asset Management Plan (PW-24-15/FN-39-15/LPS109-15 re: Halton Region's Corporate Asset Management Plan, 2015 Update) demonstrates sound stewardship of the Region's existing assets to support services at desired levels and to ensure financial sustainability. It also supports decision-making for future investments regarding the construction, operation, maintenance, renewal, replacement, expansion and disposal of infrastructure assets while minimizing risk and cost to the Region and its residents. Halton's asset management program has resulted in most infrastructure assets rated to be in good condition and meeting desired service levels. Infrastructure assets have significant value and are the key resources used to provide services to the public and improve the quality of life for residents.

Infrastructure assets contained within the Corporate Asset Management Plan include Public Works assets, Corporate Facilities and Social Housing. The Region has significant assets particularly in transportation, water, wastewater and waste management that are highlighted below. As of December 31, 2015, the total book value of these assets was \$5.2 billion which includes:

- Public Works Infrastructure:
 - Water and Wastewater \$3.5 billion
 - Transportation \$1.0 billion
 - Waste Management \$110 million
- Corporate Facilities and Social Housing (i.e., Long-term Care, Paramedic Services, HCHC, etc.) \$554.4 million

Public Works Infrastructure

The 2013 Infrastructure Condition Report Card, as set out in the 2014 Asset Management Plan, indicates that the overall condition of the Public Works assets has not changed from 2010, ranging from Good (for water, wastewater and transportation) to Very Good (waste management). The asset maintenance requirements (including upgrades/rehabilitation and replacement) and the resulting funding needs continue to be monitored and reviewed as part of the annual budget process. The Region is currently undertaking the Halton Region Asset Management Roadmap Implementation Plan, in order to refine the existing Asset Management Plan to expand the decision-making framework by detailing levels of service targets, risk assessments and lifecycle strategies. The results of these refinements to the Asset Management Plan and the supporting sustainable Financing Plan will be incorporated into the 2018 Budget.

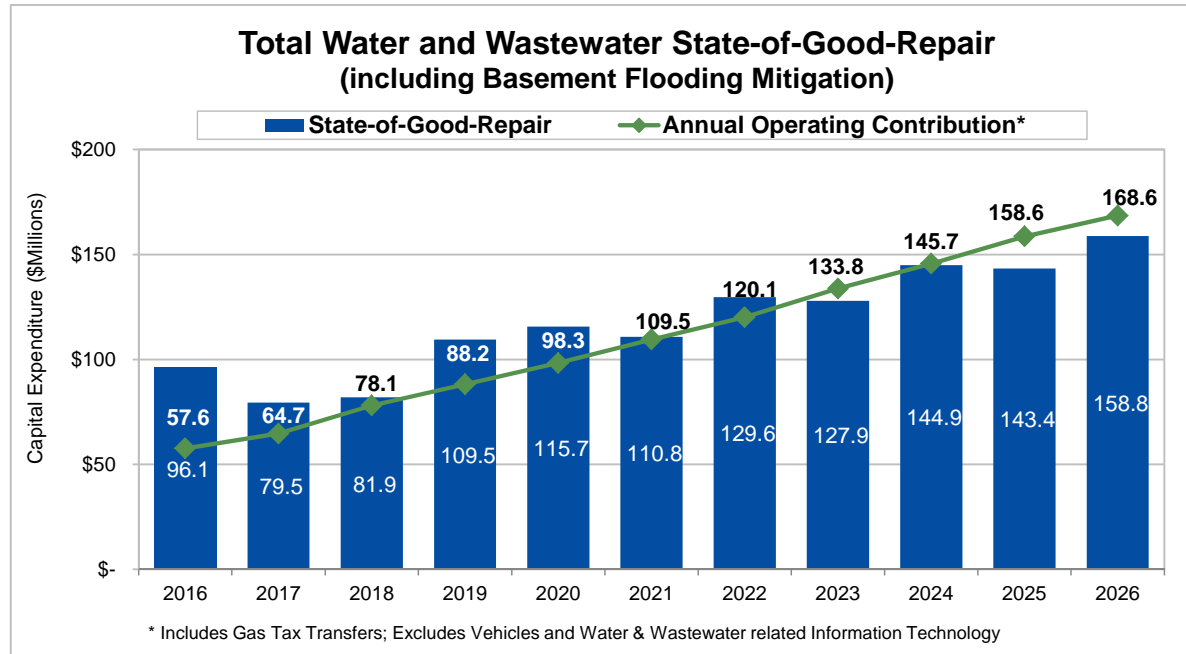
A key objective of the 2017 Budget is to continue to invest appropriately in the state-of-good-repair of the Region's assets and to maintain the overall condition of the assets as the Region's infrastructure continues to age and expand. The Region's 10-year capital program includes Public Works water, wastewater, transportation and waste management state-of-good-repair capital projects at a total projected cost of \$1.6 billion.

The following are highlights of the operating and capital investments made in 2017 for the Public Works State-of-Good-Repair programs.

Water and Wastewater State-of-Good-Repair Capital

The operating contributions included in the 2017 Budget in support of the Water and Wastewater State-of-Good-Repair capital program total \$78.0 million. This includes operating transfers to reserves (including Gas Tax) of \$64.7 million for water/wastewater capital projects, \$1.8 million for the related IT and vehicle costs, and \$11.5 million in interest allocated to the capital reserves. The \$78.0 million contribution is a \$7.1 million increase compared to the 2016 transfers. As detailed in the Water and Wastewater Overview section, the 2017 10-year State-of-Good-Repair capital program has increased by \$52.8 million from the 2016 program to a total of \$1.1 billion. 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, as set out in the Region's Asset Management Plan. The State-of-Good-Repair capital program is a significant driver of the rate-supported program throughout the 10-year forecast requiring a 1.1% to 3.8% rate increase each year.

The following chart shows the forecasted rate operating contributions to the reserves, compared to the expenditures required for the State-of-Good-Repair capital program. The appropriate level of operating contribution will continue to be refined based on the Halton Region Asset Management Roadmap Implementation Plan to ensure the proper maintenance of the Region's existing aging assets as well as the new assets constructed as part of the Region's Development-related Capital Budget.



Water and Wastewater Maintenance

In addition to the financing for the State-of-Good-Repair capital program, the 2017 Rate-Supported Operating Budget provides \$24.6 million for the ongoing repair and maintenance of the water and wastewater system, a \$537,000 increase from the 2016 Budget. Further, in order to maintain existing service levels for the growing water and wastewater system, the following strategic investments of \$276,000 are proposed for 2017:

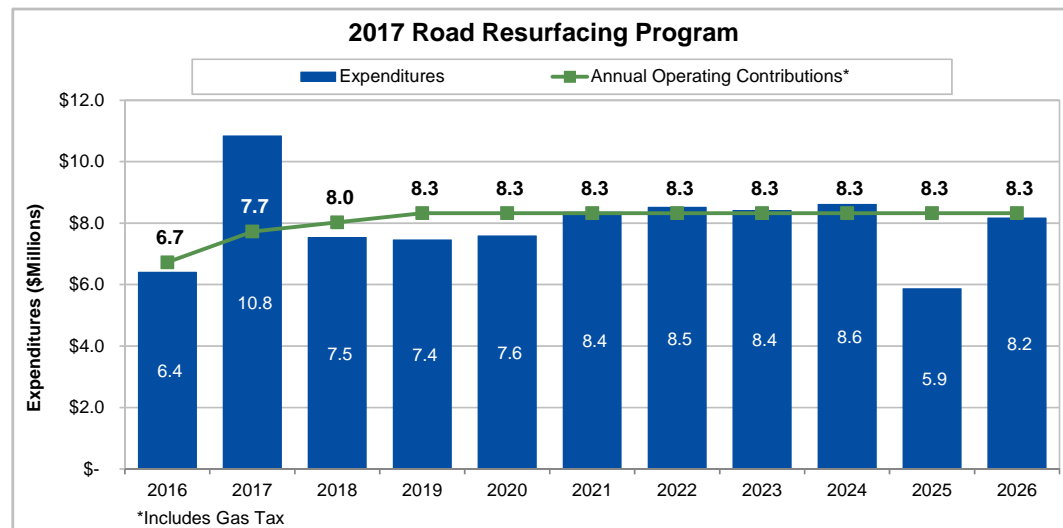
- **Maintenance Manager (Water and Wastewater Treatment) - \$157,000** to hire a Manager of Treatment Plant Maintenance in order to support the Region's extensive preventative maintenance program and help ensure the required levels of service for water and wastewater treatment are provided.
- **Construction Inspector - \$119,000** to hire a Construction Inspector in order to address an increase in capital construction due to growth and the need to maintain a state-of-good-repair. The cost will be recovered from capital projects resulting in no additional net rate impact.

Roads State-of-Good-Repair Capital

The 2017 Budget includes \$49.3 million in operating contributions to support the roads State-of-Good-Repair capital program. The \$49.3 million includes operating transfers to reserves (including Gas Tax) of \$31.8 million for roads capital projects and \$17.5 million in interest allocated to the tax capital reserve. As detailed in the Tax Overview section, the 2017 10-Year Roads State-of-Good-Repair capital program has increased by \$71.9 million from the 2016 program to a total of \$323.5 million based on the Transportation Master Plan adjusted for the 2017 DC by-law update (PW-33-16).

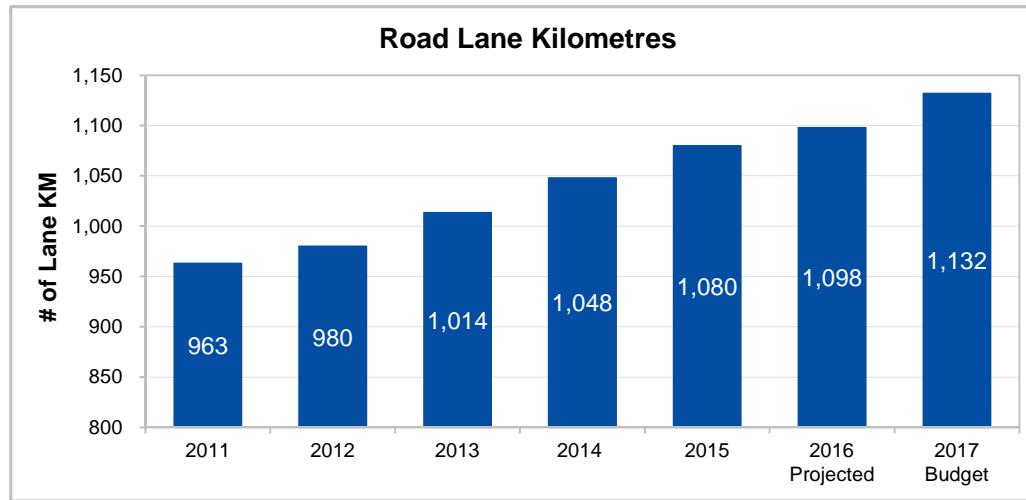
Road Resurfacing

The 2017 Budget includes a total of \$7.7 million in operating contribution to the Road Resurfacing Reserve, a \$1.0 million increase from the 2016 Budget, in order to ensure sustainable funding is provided for the 10-year road resurfacing program. The 10-year road resurfacing program totals \$81.3 million with \$10.8 million planned for 2017. This 10-year plan is based on the updated resurfacing program to maintain the existing level of service on the Region's growing road network. The following chart shows the Operating Budget contributions required compared to the planned expenditures over the next 10 years.



Road Maintenance

In addition, the 2017 Road Operations budget includes a total of \$11.7 million, an increase of \$409,000, in road maintenance contracts with the Local Municipalities and Regional contracts to address growth in the Regional road network and additional maintenance costs including winter control. A major driver of the increased road maintenance costs is the increase in lane kilometres to support growth in the Region. Between 2011 and 2016, the Region's transportation network system has been in a state of accelerated growth with an estimated increase of 135 lane kilometres. Plans to expand the transportation network in 2017 includes growing to 1,132 lane kilometres based on the Transportation Capital Plan. The following table shows the growth in the Regional road network over the past several years.



Waste Management State-of-Good-Repair Capital

The 2017 Budget continues to contribute \$6.8 million to support the waste management State-of-Good-Repair capital program. As detailed in the Tax Overview section, the 10-year State-of-Good-Repair capital program totals \$40.4 million, with \$1.8 million planned for 2017.

Investment in State-of-Good-Repair

In addition to the Corporate Asset Management Plan, one other indicator that has been used by municipalities to assess the adequacy of the financing for the state-of-good-repair infrastructure is the ratio of operating contributions to the amortization expense for these assets in the Financial Statements. A ratio of 1 indicates that the budgeted operating contributions are equivalent to the annual amortization expense in the Financial Statements. The target for this ratio should generally be greater than 1 as the amortization expense is based on historical costs, and therefore does not reflect the replacement costs of the assets or changes in standards, technology or legislation. For 2017, projected ratios for Water, Wastewater and Transportation are as follows:

2017 Reserve Contributions for State-Of-Good-Repair vs. Annual Amortization (\$000s)				
	Operating Transfers * (A)	Annual Amortization (B)	2017 Ratio (A)/(B)	2016 Ratio
Water & Wastewater	\$ 77,983	\$ 63,414	1.2	1.1
Transportation	\$ 49,266	\$ 21,813	2.3	2.5

* Includes transfers relating to Gas Tax.

The 2017 operating contributions of \$78.0 million for the Water and Wastewater State-of-Good-Repair program result in a ratio of 1.2, which is comparable to the 2016 ratio. This ratio is based on the significant growth in assets that Halton has been experiencing as a growing community and additional operating contributions provided, as mentioned below. It should be noted, however, that operating contributions are not the only part of the financing in the Operating Budget for the Water and Wastewater State-of-Good-Repair capital program. In addition to the \$78.0 million in operating transfers, the 2017 Budget includes \$23.7 million in debt charges for debt approved prior to 2016 to support the State-of-Good-Repair capital program. While the goal is to fund the State-of-Good-Repair capital program from operating contributions on a pay-as-you-go basis, debt financing was utilized for significant upgrade and rehabilitation initiatives where appropriate, in order to smooth the impact of significant capital financing and better match the timing of revenue recoveries from rate/tax payers with the benefit of infrastructure. The Transportation ratio is projected to be 2.3 in 2017 and is slightly lower than the 2016 ratio. Regional Council has approved significant financing over the last 10 years to support the Transportation program's significant growth.

As discussed in the Asset Management Plan (PW-24-15/FN-39-15/LPS109-15), the asset maintenance requirements (including upgrades, rehabilitation and replacement) and the resulting funding needs will continue to be monitored and reviewed as part of the annual budget process. The long-term sustainable asset management and financing plan will be refined as part of the Asset Management Roadmap Implementation Plan currently being undertaken, with financial impacts to be incorporated into the 2018 Budget.

Corporate Facilities and Social Housing

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

Social Housing State-of-Good-Repair

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

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

The 2017 Budget includes \$400,000 one-time funding to proceed with the next BCAs update for the social housing units in 2017. Also included in the budget is the \$3.4 million of the SHIP funding allocated through the Social Infrastructure Funding (SIF) in 2016 (SS-25-16). This funding will be used to make critical repairs to selected social housing buildings as set out in SS-25-16.

Corporate Facilities State-of-Good-Repair Capital

The 2017 Budget continues to contribute \$3.8 million to support the corporate facilities State-of-Good-Repair capital program. As detailed in the Tax Overview section, the 2017 Corporate Facilities 10-year State-of-Good-Repair capital program totals \$59.0 million, with \$6.0 million planned for 2017. The Region is currently undertaking the next BCAs for the corporate facilities with the completion scheduled in 2017. The supporting financing plan will be prepared and incorporated into the 2018 Budget.

Corporate Facilities Maintenance

The 2017 Budget continues to provide \$1.3 million for ongoing building maintenance activities for corporate facilities. In addition, the following strategic investments are proposed in the 2017 Budget, at an estimated cost of \$228,000 in order to maintain the level of support required for the state-of-good-repair of corporate facility assets:

- **Project Manager (Asset Management) - \$115,000** for a new Asset Management Project Manager in order to address the significant increase in Facilities Design and Development (FD&D) service demands and the growing capital replacement requirements due to growing and aging infrastructure.
- **Asset Reliability Coordinator - \$113,000** for an Asset Reliability Coordinator to address the increasing demand pressures on the Asset Reliability program as a result of growth and the introduction of new programs.

Maintaining Financial Sustainability

The Region continues to closely monitor funding sources and financing strategies to maintain long-term financial sustainability over the next 10 years. Some of these measures were adjusted in the 2017 Budget to ensure continued financial sustainability as follows:

Rate Revenue Review

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

As discussed in FN-20-16, the declining consumption trend over the past several years has been a major challenge in maintaining a financially sustainable rate budget. To address the financial gap generated by the consistently lower than projected consumption growth and to help ensure Halton's rate structure remains fair to all customers and continues to promote water conservation, Council approved FN-20-16 which proposed adjustments to the water consumption projection and the current rate structure that will be considered by Council as part of the 2017 Budget. These adjustments would need to be made within the target increase of 5.1%. Details of these adjustments are discussed in the Water and Wastewater Overview section.

Water Consumption

The consumption has been budgeted at 54.8 million m³ in the annual budget since 2014, which is high compared to recent actual consumption trends. As shown in the Water and Wastewater Overview section, the consumption has been declining and the average over the most recent 4 years (2012- 2015) has been 52.9 million m³. Reducing water consumption in the budget from 54.8 million m³ to 52.9 million m³ represents a 3.5% reduction at a cost of \$3.8 million.

Rate Structure Review

As shown in the Water and Wastewater Overview section, under the existing block rate structure, the water rate increases to a set consumption level and then decreases thereafter where the block 5 rate (for the highest consumption) results in the same rate as the block 1 (for the lowest consumption). If the humpback rate structure were to continue, the water block 1 rate would have been \$1.0586/m³ in 2017. The 2017 Budget Directions proposed the implementation of a uniform water and wastewater rate such that it generates no additional revenue and can be implemented within the 2017 Budget target increase of 5.1% for a typical customer using 250 m³ per year.

When a uniform rate is calculated, in order to have the same amount of consumption revenue recovered when compared to the humpback rate structure, the uniform rate would need to be established at an average rate of \$1.1050/m³. Accordingly, the calculated uniform rate would need to be reduced slightly from \$1.1050/m³ to the 2017 block 1 rate of \$1.0586/m³. This reduction would result in a cost of approximately \$2.6 million. This means that to achieve the uniform rate equal to the block 1 rate, the expenditures would need to be reduced by \$2.6 million.

Wastewater Cap

In addition to the proposed uniform rate, the 2017 Budget Directions proposed the phase-out of the wastewater cap over 5 years. The wastewater rate is based on one uniform rate applied based on water consumption (i.e., approximately 122% of the uniform water rate). The current rate structure includes a wastewater cap for residential customers where residential users do not pay any wastewater charges after 60 m³ of water consumption in a given month. As discussed in FN-20-16, approximately 1,100 residential customers (0.8%, out of a total of 147,018 residential customers) benefit from the wastewater cap by consistently consuming on average more than 60 m³ in a month (or 720 m³ per year). It is projected that the removal of this cap in 2017 would result in additional revenue of \$1.3 million.

Cost of Implementation

As summarized in the following table, the combined cost of the adjustments to the consumption and the rate structure that has been incorporated in the 2017 Budget is estimated at \$5.1 million. The required funding for the rate revenue adjustments can be accommodated through the debt charge savings generated from the Region’s cancelation of previously approved debt and continued implementation of the pay-as-you-go financing strategy on its State-of-Good-Repair capital program. The 2016 Budget included Regional net debt charges of \$28.7 million. Based on the Region’s continued pay-as-you-go strategy, the debt charges in the 2017 Budget have been reduced to \$23.6 million. As a result, there is a debt charge savings in the 2017 Budget of \$5.1 million and these savings have been used to fund the rate revenue adjustment. Accordingly, the full implementation of the adjustments is accommodated within the rate budget increase of 5.1% as directed through the 2017 Budget Directions.

	2017 Budget
Adjustments:	
Water Consumption Budget (million)	52.9 m ³
Consumption Charges	Uniform Rate
Wastewater Cap	Cap removed
Budget Impact (\$000's):	
Consumption Adjustment	\$ 3,826
Uniform Rate	2,585
Wastewater Cap Removal	(1,341)
Total	\$ 5,071

Customer Impact

The implementation of the uniform rate as set out above will enhance transparency and fairness in the Region’s revenue collection with no negative impact on customers or water conservation efforts.

The removal of the wastewater cap in 2017, however, would generate a negative impact on approximately 1,100 residential customers currently benefitting from the wastewater cap. Based on their consumption patterns observed in 2015, the removal of the wastewater cap in 2017 would result in a 10% to 30% increase for many of these users, with an average increase of 16% above the 5.1% budget increase. The projected impact on a small number of customers was as high as a 90% increase.

For these reasons, for billing purposes, it is recommended that the wastewater cap be phased out over the next 4 years as shown below.

		2017	2018	2019	2020
Monthly Wastewater Cap	Budget	No Cap			
	Billing	80 m ³	90 m ³	110 m ³	No Cap

Phasing out the wastewater cap in this manner would moderate the impact to the 1,100 customers over the next 4 years. Depending on seasonal weather conditions, the phase-out could result in utility revenue shortfalls compared to the budgeted revenue. Any shortfalls resulting from the phase-out of the wastewater cap will be addressed at year-end and interim financed from the Rate Stabilization reserve.

Long-Term Water Meter & Billing Strategy

In addition to the rate revenue adjustments, the 2017 Budget provides a total of \$4.1 million in capital financing for the accelerated replacement of approximately 13,000 pulse meters (\$3.7 million), large meter replacements (\$240,000), and development of the Long-Term Water Meter & Billing Strategy (\$200,000) to support radio frequency reading (remote) technology in the future. As set out in Report PW-29-16/FN-22-16 (re: Long-Term Water Meter & Billing Strategy) water meters with pulse registers (pulse meters) represent a number of risks to the Region in lost utility revenue and increased expenditures for meter reading. The Region's pulse meters can impact water consumption results from residential, multi-residential and industrial, commercial, institutional (ICI) customers. Replacing them in an expedient fashion through a focussed replacement program would help the Region to maintain a financially sustainable water revenue base. Based on meter accuracy analysis, the total estimated revenue lost due to the Region's older and inaccurate meters may be as high as \$900,000 annually. The implementation of the water meter replacement and maintenance program under the Long-Term Water Meter & Billing Strategy as set out in Report PW-29-16/FN-22-16 would result in more accurate water bills for residential and ICI customers and reduce the number of meter reading issues that result in lost revenue.

Combined with the consumption and rate structure adjustments as discussed above, the improved revenue opportunities from the water meter replacement program would help ensure sustainable rate revenues. Going forward, staff will continue to monitor consumption trends and revenue variances through variance reports and any further adjustments will be identified as part of the annual budget process.

In addition, the implementation of the pulse meter replacements requires the following strategic investment:

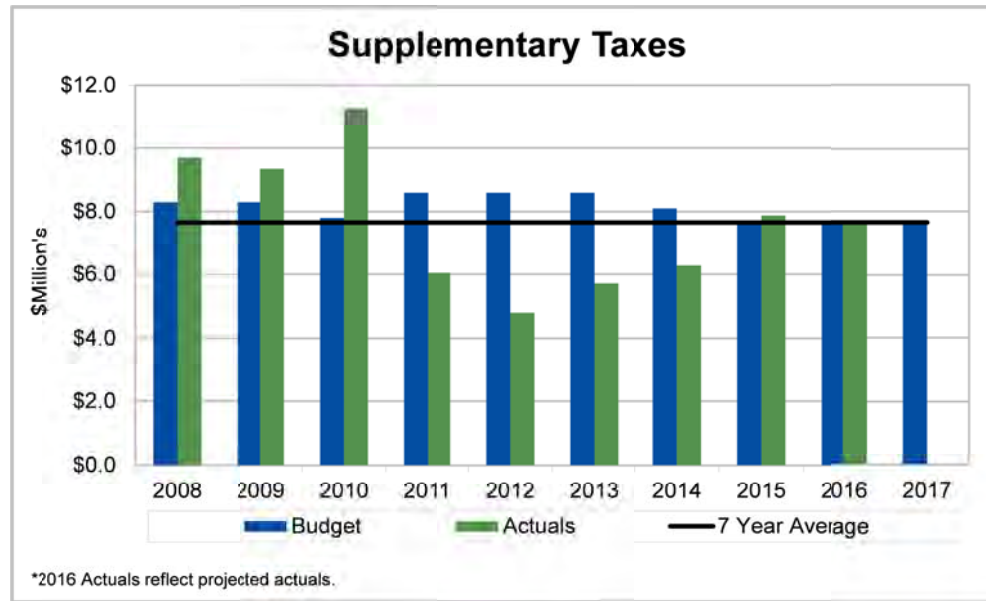
- **Water Meter Program Coordinator - \$94,000** to hire a Water Meter Program Coordinator, in support of the replacement of approximately 13,000 pulse meters through the pulse meter replacement program and a large meter maintenance and replacement program, who will oversee and manage these programs. The cost will be fully recovered from the water meter replacement capital project, resulting in no additional net rate impact.

Retiree Benefit Reserve Contribution

An actuarial review of the Regional Extended Health and Dental obligations is undertaken every 3 years based on claims experienced. The most current review indicated that the Region's Retiree Benefit reserve balance needs to be strengthened to meet the actuarial obligation target over the next 10 years. Accordingly, an annual operating contribution of \$300,000 is provided in the 2017 Budget in order to ensure that the reserve balance moves towards the target obligation over the next 10 years. The reserve balance will continue to be closely monitored and the annual contributions will be adjusted through the periodic actuarial review.

Supplementary Tax Revenue

Supplementary tax revenue is generated from additional assessment. Supplementary tax revenue is difficult to predict as this is dependent on the number of properties assessed by the Municipal Property Assessment Corporation (MPAC) and the level of growth within each of the Local Municipalities. For these reasons many municipalities choose not to budget or budget conservatively for supplementary tax revenue as a recurring source of revenue. Between 2000 and 2008 when growth was higher, the Region began to increase the budget for supplementary tax revenue to \$8.6 million. However, through the 2014 and 2015 budget process, the supplementary tax budget was reduced to \$8.1 million and to \$7.6 million, respectively, as the amount of supplementary taxes received by the Region has been declining since 2011. The 2017 Budget continues to incorporate the \$7.6 million for supplementary tax revenue. Staff will continue to monitor supplementary tax to determine whether any further adjustments need to be made in future budgets.



Investment Income

The 2017 Budget continues to include \$55 million of investment income as a source of revenue. \$43.2 million of this revenue will be used to finance the Region's State-of-Good-Repair capital programs and the remaining \$11.8 million will be used to support the rate and tax-supported operating programs. As discussed in FN-27-16 (re: Investment Performance to August 31, 2016), it has been increasingly challenging to achieve the target investment earnings from the interest revenues alone due to continued low yields in the market. The target budget has been achieved though capital gains that have materialized as a result of the Region's active investment portfolio management. While the Region benefits from capital gains from the investment portfolio, these revenues are one-time in nature and do not form part of the annual Operating Budget. Staff will continue to monitor investment earnings to determine whether any adjustment is required in future budgets.

Provincial Subsidies

The 2017 Budget includes \$160.4 million of provincial subsidies, an increase of \$8.7 million from the 2016 Budget. This increase is driven by additional funding received for Housing programs (\$5.4 million) under Social Infrastructure Funding (SS-25-16), IAH-E and CHPI; Employment & Social Services (\$1.4 million) from OW upload savings, increased OW benefit cost and cost of administration; Paramedic Services (\$1.0 million) for program growth and strategic investments in accordance with the Province's funding formula, Services for Seniors (\$702,000) based on increased per diem funding for inflation and Case Mix Index, and Children's Services based on additional funding anticipated in fee subsidy (\$500,000). The subsidy budgeted for many programs, however, does not keep pace with the increase in costs and demands for the services. Despite growing program needs in Halton as one of the fastest growing communities, the public health subsidy, in particular, has not kept pace with program costs for many years. As discussed in MO-36-16 (re: 2016 Public Health Funding), provincial funding approved for 2016 public health cost-shared programs was 0.4% increase over the 2016 Council-approved budget, mainly due to additional allocation to the HSO program. Although this results in a favourable funding variance in 2016 of \$87,548 in base programs, this is far below the funding required to address rising demand and cost for the programs. The Ministry of Health and Long-Term Care (MOHLTC) has informed Public Health Units to plan for 0% funding growth in 2017. Accordingly, provincial funding for public health programs continues to be projected at a 0% increase in the 2017 Budget and Forecast, resulting in continued program pressures. The Public Health funding shortfall is estimated at \$7.9 million in 2017.

Growth-related Infrastructure Financing

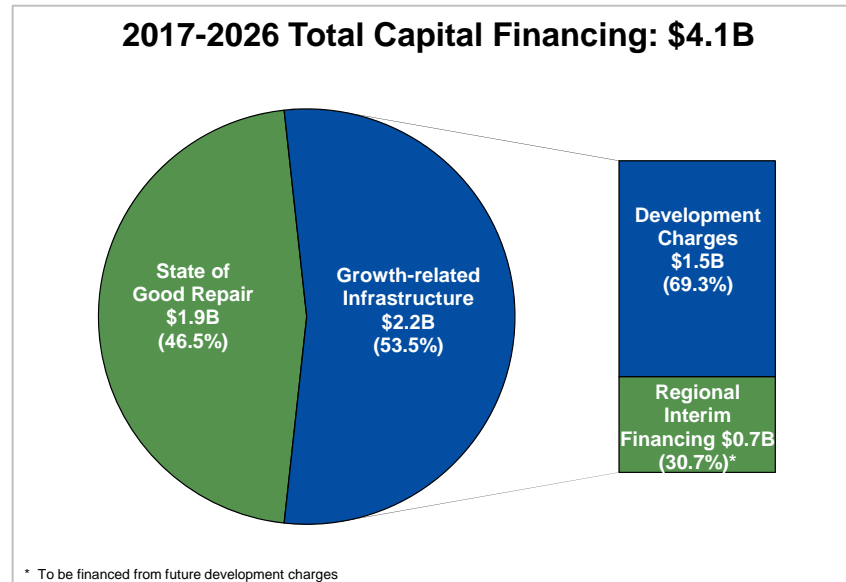
A key principle in accommodating the Region's growth-related capital infrastructure program is that existing taxpayers are not impacted by the cost of growth-related capital requirements or the risks related to financing these costs. To achieve this objective while accommodating provincial growth targets,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

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

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

As discussed LPS17-16/FN-03-16, the Region is updating its DC by-law in 2017, based on adjusted Water/Wastewater and Transportation Master Plans (PW-33-16). Following the successful completion of the by-law update, the Region will move forward to update its Infrastructure Implementation and Financing Plan in support of the next development allocation program in 2018.

The Region's 2017 10-year capital program totaling \$4.1 billion incorporates \$2.2 billion of growth-related infrastructure resulting from the adjusted Water/Wastewater and Transportation Master Plans (PW-33-16). Consistent with the previous budgets, the 2017 10-year growth-related capital plan has been prepared based on the principles and financial measures established under the current Development Financing Plan (CS-20-12). Under this plan, the growth-related programs are financed based on DCs, combined with the Regional interim financing through the Infrastructure Investment Revolving Fund and Tax Capital Reserve for the non-residential share of the costs as shown below.



It should be noted that the Region's growth-related capital program and the related financing plan will be revised through the Infrastructure Implementation and Financing Planning process following the DC by-law update in 2017. The revised program and the financing plan will be reflected in future budgets.

Hiring for the Future

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

- Leadership@Halton – a development program for all staff holding leadership positions to build strong leadership internal capabilities
- Talent Management pilot – a pilot program being undertaken in Public Works to guide the design of a development program targeted at the Region's high potential future leaders
- Learning Management System – a system to assist employees' access to online training resources, track training plans and record accomplishments
- Recruiting – introduction of new HR supports in recruiting to improve the quality of the recruiting process and attract the best internal and external candidates
- Employee Engagement – enhanced internal communications and a focus on recognition
- HR Access – a centralized HR resource to support staff and supervisors

- Rejuvenation of HR Policies – update to antiquated HR policies to reflect the current work environment, improve transparency, and support a healthy workplace
- Creating discreet targeted talent development activities for specific identified roles and requirements
- Building entry level career paths

Through the 2016 Budget, the Region invested \$550,000 to launch a new Internship/Apprenticeship program that provides paid temporary employment opportunities to new graduates and apprentices to address workload issues in the departments. The program introduced young talent to the public sector, the municipal sector and the Region while at the same time providing valuable resources to meet the demands for the Region’s programs.

Although this is a new program, it has been a success as measured by the input of the Departments and the interns themselves. There is a high demand for these resources in all of the Departments and an interest in expanding to multi-year internships required in some professional fields. Accordingly, the 2017 Budget includes an additional \$200,000 for the following strategic investment to enhance the program:

- **Internship and Apprenticeship Program - \$200,000** to provide sufficient resources for approximately 4 additional interns/apprentice positions which will bring the total sustained in the program to 16.

Adapting to Climate Change

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

The 2017 Budget includes the Region-wide Basement Flooding Mitigation program that provides financial assistance and comprehensive measures to reduce the risk of future basement flooding.

Basement Flooding Mitigation Program

The Region continues to provide \$160,000 in the 2017 Budget for the Region’s ex-gratia grant program and for the Basement Flooding Prevention subsidy program. The ex-gratia grant provides financial assistance in the amount of \$1,000 (per household) to homeowners who require assistance with respect to a public sanitary sewer backup. The Basement Flooding Prevention subsidy program assists homeowners to reduce the potential for future flooding from a backup of the sanitary sewer.

In addition, the 2017 Budget includes the continued implementation of the Region-wide Basement Flooding Mitigation program as set out in PW-18-16 (re: Region Wide Basement Flooding Mitigation) and PW-22-15 (re: Region Wide Basement Flooding Mitigation Study: Final Report and Recommendations) and the related financial plan. Through PW-22-15, Council approved a high-level strategy to reduce the potential for future basement flooding. This included the voluntary downspout and weeping tile disconnection program that encourages homeowners to complete private side disconnections to help prevent future flooding and the capital program to address system improvements related to wastewater flows.

Based on the work undertaken and lessons learned during the implementation in 2015, a number of enhancements have been made to the program in 2016 with no additional funding required. As set out in PW-18-16, the Basement Flooding Prevention Program has been expanded to increase the financial assistance for the voluntary downspout and weeping tile disconnections and to provide subsidies for lateral lining and repair work. To further support this program, the Region also provides a list of qualified contractors to assist homeowners and help safeguard against potential risks from substandard work and poor customer service. The downspout disconnection program has been more targeted to expeditiously and proactively address areas that are known to have a higher prevalence of downspouts connected to the sewer system. The Region continues to invest in the sewer system optimization capital program and flow monitoring to address sources of infiltration and improve system performance thereby further increasing the resiliency of the system to the impacts of future storm events. In addition, an Inter-Jurisdictional Working Group, consisting of Halton Region, the 4 Local Municipalities and the 2 Conservation Authorities, has been established to ensure the collective efforts to adapt to climate change and to improve the resiliency of public infrastructure to flooding are well coordinated.

This program is expected to require \$85.3 million between 2016 and 2025 in support of the annual grant for the Basement Flooding Prevention Program (i.e., voluntary downspout/weeping tile disconnections and lateral lining and repair) (\$24.9 million) and the 10-year capital program (\$60.4 million). The 2017 Budget includes the ongoing annual grant funding of \$2.3 million and capital project funding of \$6.2 million.

Protecting the Natural Environment

The Region's role in providing environmental technical review continues to increase in terms of both geography and scope. 50% of Halton Region is protected in the ROP as part of the Regional Natural Heritage System (RNHS). The commitment to protecting and enhancing Halton's natural environment is a high priority for the future. The Region is committed to minimizing the impact of its policies and services on the environment.

A number of initiatives approved in prior years in support of this strategic priority have been carried into the 2017 Budget and require additional funding provisions as follows.

Waterfront Master Plans

Council approved the Burlington Beach Waterfront Master Plan and the related financing plan in 2015 (LPS54-15 re: Burlington Beach Regional Waterfront Park - 2015 Master Plan and LPS59-15 re: Burlington Beach Acquisition Implementation/Strategy (T5800D)), committing approximately \$52.0 million of Regional investment between 2015 and 2035. The Halton Region Waterfront Parks program was designed to recognize the significant environmental, economic, cultural, and recreational importance of the Lake Ontario (and the Burlington Bay) shoreline to the people of the Region and the Province. The program will provide an opportunity to maximize public accessibility to the Halton Waterfront by increasing the amount of well-distributed public space and a variety of recreational, cultural and tourism opportunities along the Halton waterfront. In addition, the Region continues to move forward with the Burloak Waterfront Master Plan (LSP13-14 re: Burloak Regional Waterfront Park Master Plan Update) and will begin the process of restoring the natural ecosystem along the shoreline and western boundaries of the park. The 2017 Budget includes an additional \$1.0 million to continue to implement these master plans based on the financing plan.

Biodiversity Strategy for Regional Forests

Through LPS37-14 (re: 75th Anniversary of the Halton Regional Forests), Council endorsed the implementation of the biodiversity strategy for Regional forests. As an owner and manager of 665 hectares of Regional forests, the Region can contribute towards maintaining the function and integrity of the RNHS and increasing the certainty that biological diversity and ecological functions will be preserved and enhanced for future generations. An opportunity has arisen to enhance the program based on a renewed lease agreement with Dufferin Aggregates. Accordingly, the following strategic investment has been included in the 2017 Budget.

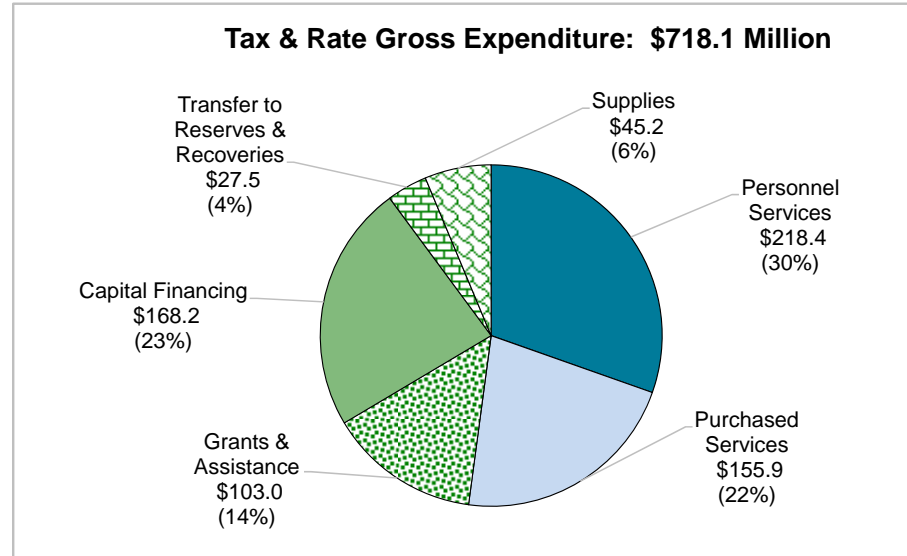
- **Biodiversity Strategy - \$170,000** to enhance monitoring, research and control activities associated with the biological and ecological environments within the Regional Forests. The additional costs required will be fully funded over the 10-year forecast period by the revenues collected from a renewed agreement with Dufferin Aggregates.

Alternate Energy Technologies

In addition, the Region continues to investigate alternate energy technologies to reduce Regional Energy costs and further reduce greenhouse gas emissions. Staff have been monitoring the advancements in light emitting diode (LED) street light technology over the last several years as they provide significant energy and maintenance savings. As set out in PW-28-16 (re: Region of Halton Street Light Conversion Program), the Region moves forward with converting the Region's approximately 5,000 existing High Pressure Sodium street lights to LED technology over 5 years (2016-2020) at an estimated cost of \$2.6 million with \$650,000 required in 2017. This program has been integrated into the 2017 10-year road capital program and the related financing plan with no new capital funding requirement. Based on the current market trend, the potential energy savings resulting from this program has been estimated at approximately \$42,000 in 2017 which would grow to approximately \$500,000 by 2020 when the conversion has been completed. These savings has been incorporated in the Road Operations budget and forecast to offset the street light hydro cost.

2017 Budget by Cost Category

The following chart shows the breakdown of the total 2017 Budget Gross Expenditures for Regional tax and rate-supported services of \$718.1 million by cost category. This distribution of expenditures is consistent with the 2016 Budget.



The total budgeted compensation for Regional employees is \$218.4 million, accounting for 30% of the total gross operating expenditures (excluding Police Services). The breakdown of these costs is shown in the following table:

2017 Compensation Summary Regional Total (Excluding Police)							
	Salary		Fringe Benefits & Other		Total	FTE	
2016 Budget	\$	160,977,050	\$	50,402,200	\$	211,379,250	2,115.5
2017 Increase		3,288,100		811,260		4,099,360	-
In Year Adjustments		58,330		87,560		145,890	-
2017 Base Budget		164,323,480	2.08%	51,301,020	1.78%	215,624,500	2,115.5
Strategic Investments		2,165,200		598,390		2,763,590	23.1
2017 Requested Budget	\$	166,488,680	3.42%	\$ 51,899,410	2.97%	\$ 218,388,090	3.32%

The 2017 Budget includes an additional 23.1 full-time equivalent (FTE) staff positions requested as strategic investments, including 13.1 FTE Paramedics and logistic support for the continued implementation of the Paramedic Services Master Plan.

2017 Budget Risks

The 2017 Budget includes a number of potential risks which continue to be monitored by staff through the variance reporting to Council 3 times per year. In addition, any important announcements by the Province or significant changes in budget assumptions would be reported to Council. The following chart highlights some of the major assumptions underpinning the 2017 Budget and Business Plan and the sensitivity of these assumptions.

2017 Budget Risks and Sensitivities (excluding Police)				
Key Budget Components	Requested Budget	Budget Assumptions	Sensitivities	
			\$ Impact	% Tax/Rate Impact
Tax				
Provincial Subsidies:				
Public Health & NHMHC	\$24.1 million	0.3% Increase	A 1.0% change in Provincial subsidy = \$241,000	0.10%
Paramedic Services	\$17.1 million	6.3% Increase	A 1.0% change in Provincial subsidy = \$171,000	0.07%
Services for Seniors	\$34.1 million	1.6% Average Increase	A 1.0% change in Provincial Subsidy = \$341,000	0.14%
Children's Services	\$46.2 million	0.1% Increase	A 1.0% change in Provincial Subsidy = \$462,000	0.19%
Housing	\$17.5 million	48.0% Increase	A 1.0% change in Provincial Subsidy = \$175,000	0.07%
Ontario Works:				
OW Caseload	1995 cases	5.0% Increase in cases	A 1.0% change in cases = \$9,500	0.00%
OW Benefits (Grants)	\$17.5 million	1.0% Rate Increase	A 1.0% change in rates = \$175,000	0.07%
WDO Revenue	\$4.0 million	53.0% recovery of costs	A 1.0% change in recovery rate = \$76,000	0.03%
Investment Income	\$55.0 million	3.4% Rate of Return	A 0.1% change in rate of return = \$1.6 million in total investment income	0.64%
Supplementary Taxes	\$7.6 million	7 year average, Unchanged from 2016	7 year average = \$7.3 million (\$300,000 reduction), 5 year average = \$6.1 million (\$1,500,000 reduction)	0.12%
Tax Write Offs	\$4.4 million	Based on 7 year average	5 year average = \$4.9 million (\$500,000 increase)	0.20%
Assessment Growth		1.7%	1.0% change in budget (excluding Police) = \$2.4 million	1.00%
Rate				
Consumption Growth	\$121.0 million	-3.5% consumption growth	1.0% change in consumption growth = \$1.3 million	0.70%
Customer Growth	\$67.7 million	1.6% customer growth	1.0% change in customer growth = \$762,000	0.42%

2017 Budget and Forecast

Looking forward to 2017 and beyond, global economic conditions continue to be very challenging and present risks to the 2017 Budget and Forecast. While the 2017 Budget includes measures to mitigate the risks to the extent possible, the 2017 Budget and Forecast continues to have areas of risk exposure including:

Growth Assumptions

The current economic conditions continue to negatively impact growth in the Region particularly in commercial and industrial growth. Although current assessment growth in the 2017 Budget is estimated to be 1.7%, forecasted assessment growth is 1.5% per year to reflect moderate growth over the next 9 years. Moderate growth will also impact supplementary taxes which are budgeted at \$7.6 million (based on a 7-year average including high growth years between 2009 and 2012). Although water and wastewater customer growth is estimated to be 1.6%, consumption growth is budgeted at -3.5% in 2017 to reflect the continued impact of water efficiency and conservation as detailed in the Water and Wastewater Overview section. Forecast growth assumptions have also been adjusted to reflect the current trend.

Provincial Subsidies

While subsidy increases (\$8.7 million) have been budgeted for 2017, there are risks associated with this funding given the significant financial challenges facing the Province. As discussed earlier, the subsidy budgeted for many programs does not keep pace with the increase in costs and demands for the services. In particular, provincial funding approved for 2016 public health cost-shared programs was a 0% increase over the 2015 provincial allocation. This 0% increase is expected to continue in the forecast. The Region is therefore assuming responsibility for a greater cost share of these programs to ensure service levels are maintained for Halton residents. This trend will continue to have significant impacts through the forecast.

Demands for Services particularly in Social Services and Health Services

There has been an increase in caseloads at the OW office and demands for other Social Services and Health programs have increased including employment assistance supports and grant funding to the community. These increased demands are reflected in the 2017 Budget. It is important to note that with the uncertainty in the global economy, social assistance caseload trends could quickly escalate in the forecast.

Performance of the Region's Investment Portfolio

The Region's investment portfolio is expected to generate \$55 million or 7.7% of total revenues in 2017. This is a key source of funding for the Region's capital program. A continued low interest rate environment will make it challenging for the Region to generate the current level of returns.

Growth-related Infrastructure

The 2017 10-year capital plan includes \$2.2 billion of growth-related infrastructure required to support future development. The Water/Wastewater and Transportation infrastructure supporting the 2012 Allocation Program will continue to be implemented between 2016 and 2017, in accordance with the Development Financing Plan (CS-20-12) and the resulting funding agreements established with the participating residential developers. The implementation of the growth-related infrastructure plan beyond the 2012 Allocation Program will continue to be subject to an update of the Region's DC by-law and Development Financing Plan which will be completed in 2017/2018.

Asset Management Plan

The 2017 10-year capital plan includes \$1.9 billion of state-of-good-repair infrastructure, as set out in the Region's Corporate Asset Management Plan (PW-24-15/FN-39-15/LPS109-15). In addition, the Region continues to invest in appropriate asset maintenance activities for both infrastructure and facility assets. The Region's Corporate Asset Management Plan supports decision-making for future investments regarding the construction, operation, maintenance, renewal, replacement, expansion and disposal of infrastructure assets while minimizing risk and cost to the Region and its residents. The Asset Management Plan is currently being refined as part of the Halton Region Asset Management Roadmap Implementation Plan to expand the decision-making framework by detailing levels of service targets, risk assessments and lifecycle strategies.

Future Liabilities

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

Cost Increases

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

Regional programs have been very successful in containing their costs and generating savings through operational and process reviews. These initiatives will continue through 2017.

The 10-year forecast has been prepared to reflect updated assumptions for revenues and program costs. The 2017 forecast is largely consistent with the forecast prepared as part of the 2016 Budget.

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

The 10-Year Operating Forecast has been prepared to maintain the tax impact for Regional services close to inflation. The forecast reflects current services and service levels. Any change in service or service level will impact the forecast. In addition, if general inflation rates increase, the tax impact will also increase. The forecast includes financing plans to address currently identified capital requirements. Any new capital requirements can impact the forecast. The 10-Year Operating Forecast prepared for the 2017 Budget was based on the following key assumptions:

- General inflation of 2.0%
- Interest on reserves of 3.4%
- Debt financing rate of 5.0%
- Capital expenditures based on financing plan for the Capital Budget
- Assessment growth of 1.5% per year
- Provincial subsidies will maintain current proportionate share
- Water customer growth of 1.2% to 1.6%
- Water consumption growth of -3.5% to 0%

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

Ten Year Operating Budget Forecast For Tax Supported Services										
\$000s	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Region:										
Net Expenditures	\$ 249,520	\$ 259,179	\$ 269,024	\$ 279,384	\$ 290,042	\$ 301,247	\$ 312,406	\$ 323,990	\$ 336,351	\$ 348,753
Tax Impact (after assessment)	1.9%	2.3%	2.3%	2.3%	2.3%	2.3%	2.2%	2.2%	2.3%	2.2%
Halton Regional Police Service:										
Net Expenditures	\$ 144,940	\$ 150,359	\$ 156,609	\$ 162,643	\$ 168,845					
Tax Impact (after assessment)	2.0%	2.2%	2.6%	2.3%	2.3%					
Region Including Police:										
Net Expenditures	\$ 394,460	\$ 409,539	\$ 425,633	\$ 442,026	\$ 458,887					
Tax Impact (after assessment)	1.9%	2.3%	2.4%	2.3%	2.3%					
Assessment Growth Assumption	1.7%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%

Tax Budget Forecast as projected in the 2016 Budget										
Regional Tax Impact (after assessment)	2.1%	2.3%	2.3%	2.2%	2.3%	2.3%	2.2%	2.2%	2.2%	2.2%

The water and wastewater rate forecast has been prepared to maintain the operating cost increases at or below the rate of inflation and to ensure that the funding for the repair and replacement of the water and wastewater infrastructure is financially sustainable. As shown in the following table, the rate forecast anticipates increases above the rate of inflation, ranging between 4.3% and 5.3%. Over half of the increase (1.1% to 3.8%) is required to support the capital expenditure financing to maintain the State-of-Good-Repair capital program.

Ten Year Operating Budget Forecast For Rate Supported Services										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Net Program Impact (\$000's)	\$ 188,712	\$ 199,785	\$ 211,164	\$ 223,856	\$ 236,544	\$ 249,842	\$ 263,782	\$ 278,539	\$ 292,746	\$ 306,989
Annual Water Consumption m ³ (000s)	52,913	52,913	52,913	52,913	52,913	52,913	52,913	52,913	52,913	52,913
Residential Bill (250 m ³ p.a.)	\$ 929	\$ 977	\$ 1,026	\$ 1,081	\$ 1,135	\$ 1,192	\$ 1,251	\$ 1,312	\$ 1,371	\$ 1,429
Annual % Rate Increase	5.1%	5.2%	5.0%	5.3%	5.0%	5.0%	4.9%	4.9%	4.5%	4.3%

Rate Budget Forecast as Projected in the 2016 Budget										
Net Program Impact (\$000's)	\$ 193,875	\$ 205,255	\$ 216,934	\$ 229,961	\$ 242,980	\$ 256,623	\$ 270,922	\$ 286,058	\$ 299,882	
Annual Water Consumption m ³ (000s)	54,813	54,813	54,813	54,813	54,813	54,813	54,813	54,813	54,813	
Residential Bill (250 m ³ p.a.)	\$ 929	\$ 977	\$ 1,026	\$ 1,081	\$ 1,135	\$ 1,191	\$ 1,250	\$ 1,312	\$ 1,367	
Annual % Rate Increase	5.1%	5.2%	5.0%	5.3%	5.0%	5.0%	4.9%	4.9%	4.2%	

2017 Capital Budget and Forecast Overview

The capital program identifies the significant investments in infrastructure that are required to appropriately maintain and replace the Region's existing infrastructure assets (State-of-Good-Repair) and to expand the infrastructure to meet the requirements of the growing community (Development). The following table summarizes the 2017 Capital Budget and Forecast, including the Police Services capital program. As noted earlier, the capital projects related to the 2012 Allocation Program have moved into an implementation stage. As such, the capital program in 2017 is relatively smaller than subsequent years in the forecast period.

2017 Capital Budget & Forecast Summary of Total Capital Budget & Financing (\$000s)											
	Gross Cost	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Program Expenditures											
Water	\$ 1,112,233	\$ 31,701	\$ 114,557	\$ 55,963	\$ 96,805	\$ 59,587	\$ 76,988	\$ 229,419	\$ 164,956	\$ 125,130	\$ 157,127
Wastewater	1,079,553	52,214	84,608	199,318	134,814	108,180	73,821	66,838	56,050	161,998	141,712
Transportation	1,493,930	70,914	347,951	127,113	148,482	96,656	131,657	93,658	165,918	198,267	113,314
Planning	182,512	22,384	28,704	14,412	27,852	11,560	13,250	12,260	14,880	13,860	23,350
Asset Management	72,006	6,030	6,053	31,187	5,762	3,764	3,994	4,105	3,241	4,335	3,535
Waste Management	41,300	1,887	1,861	10,575	951	16,789	2,263	1,629	640	3,461	1,244
Information Technology	41,067	3,977	4,150	3,176	3,900	4,481	3,782	4,430	4,235	4,531	4,406
Other Tax	38,545	3,373	4,440	3,034	3,205	3,621	2,946	3,525	5,953	4,722	3,726
Police	71,983	10,056	26,023	7,777	4,767	4,166	3,698	3,705	4,228	3,927	3,638
Total	\$ 4,133,130	\$ 202,536	\$ 618,347	\$ 452,554	\$ 426,538	\$ 308,804	\$ 312,399	\$ 419,568	\$ 420,100	\$ 520,231	\$ 452,052
Financing											
Tax Reserves	\$ 1,117,809	\$ 72,101	\$ 221,672	\$ 128,312	\$ 124,274	\$ 91,111	\$ 90,137	\$ 69,547	\$ 109,115	\$ 124,373	\$ 87,165
Rate Reserves	1,227,102	81,741	83,167	118,149	116,794	112,852	132,715	130,220	146,052	144,694	160,717
Dev't Charges - Resid.	1,525,849	40,953	277,209	168,134	155,646	90,046	84,451	177,509	149,985	213,766	168,150
Dev't Charges - Non-Res.	5,221	551	944	676	529	366	491	348	398	443	474
Infstrctr Invstmt Rvolv. Fnd	243,136	826	27,705	37,283	29,295	14,429	4,604	41,944	14,550	36,954	35,546
External Rcvry	6,363	6,363	-	-	-	-	-	-	-	-	-
Debentures	7,650	-	7,650	-	-	-	-	-	-	-	-
Total	\$ 4,133,130	\$ 202,536	\$ 618,347	\$ 452,554	\$ 426,538	\$ 308,804	\$ 312,399	\$ 419,568	\$ 420,100	\$ 520,231	\$ 452,052

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

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

As shown above, the Region's 10-year capital program between 2017 and 2026 is projected at \$4.1 billion. The 10-year program includes \$2.2 billion (53.0%) in rate-supported projects and \$1.9 billion (47.0%) in tax-supported projects. Financing of the 2017 Capital Budget and Forecast is based on Council-approved financing plans. The Development-related capital program has been revised based on the Water/Wastewater and Transportation Master Plans adjusted for the 2017 DC by-law update (PW-33-16) and financed in accordance with the Development Financing Plan (CS-20-12).

2017 Capital Budget

The 2017 Capital Budget is \$202.5 million. Of this total, \$83.9 million (41.4%) is for rate-supported services (Water and Wastewater) and \$118.6 million (58.6%) is for tax-supported services including \$70.9 million for the Transportation program.

The 2017 Capital Budget is \$9.3 million lower than previously projected for 2017 in the 2016 Budget. This decrease is mainly driven by adjustments to the Transportation program to reflect construction schedules (\$23.3 million) and revised timing of the Police 1 District facility construction (\$11.9 million), partially offset by the increased Water/Wastewater State-of-Good-Repair capital (\$16.3 million) and growth-related capital (\$5.3 million) programs and expanded housing program in Planning (\$2.9 million) based on additional provincial subsidy.

The following highlights significant projects in the 2017 Capital Budget.

- **\$83.9 million 2017 Water and Wastewater capital program** consists of \$5.3 million for the Development-related program and \$78.6 million for the State-of-Good-Repair (Non-Development) program to address the upgrade/replacement needs.
- **\$5.3 million Development-related program** in 2017 includes the following:
 - \$2.0 million for environment assessment of the Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d
 - \$1.5 million for design of the 825 to 900 mm wastewater main (WWM) on Maple Avenue East between Lakeshore Road and Plains Road East
- **\$78.6 million State-of-Good-Repair program** in 2017 includes the following:
 - \$47.4 million for water distribution and wastewater collection systems rehabilitation and replacements, including the \$6.2 million related to the Basement Flooding Mitigation program
 - \$27.0 million for plants/facilities infrastructure upgrades and replacements, including Burlington WPP High Lift and Low Lift Pump Station Upgrades, Burlington Skyway WWTP sidestream treatment improvements and secondary clarifier upgrades, Water Street pump station replacement and the Water Meter Replacement program (PW-29-16/FN-22-16)

- **\$70.9 million 2017 Transportation capital program** includes:
 - \$19.8 million for Trafalgar Road - grade separation North of Maple Avenue, widening from 10 Side Road to Highway 7 and Upper Middle Road to Dundas Street
 - \$17.3 million for Britannia Road - widening from Tremaine Road to Regional Road 25
 - \$9.9 million for Tremaine Road - new road, bridge, grade separation from Steeles Avenue to James Snow Parkway
 - \$4.8 million for Winston Churchill Boulevard - reconstruction from Old Pine Road to 10 Side Road and from Terra Cotta to Ballinafad Road/32 Side Road
 - \$4.1 million for Dundas Street - widening from Bronte Road to Proudfoot Trail and Neyagawa Boulevard. to Oak Park Boulevard.
 - \$3.6 million for Regional Rd 25 - realignment at Lower Base Line intersection and widening from Steeles Ave to 5 Side Road

- **\$22.4 million 2017 Planning capital program (including Housing)** is \$2.9 million higher than the 2017 forecast published in the 2016 Budget primarily due to an expanded program based on the additional provincial subsidy allocated from the IAH-E program to acquire new assisted and affordable housing units (SS-25-16).

- **\$6.0 million 2017 Asset Management capital program** is \$1.5 million higher than the 2017 forecast included in the 2016 Budget due to accelerated design of the Woodlands Operation Centre Expansion from 2019 to 2017. This program includes ongoing building rehabilitation and upgrade needs for all of the Regional facilities, including Halton Regional Centre, Long-term Care facilities and Paramedic Services facilities based on building condition assessments and the Woodlands Operation Centre Expansion.

- **\$1.9 million 2017 Waste Management capital program** includes equipment replacement, the Solid Waste Management Strategy and cell construction.

- **\$4.0 million 2017 IT capital program** includes the ongoing maintenance of IT assets, including software licensing, software and hardware upgrades/replacements, as well as new software to implement the Service Access Strategy, Info Works and Workforce Management for Paramedics.

- **\$10.1 million 2017 Police capital program** is \$11.9 million lower than the 2017 forecast included in the 2016 Budget due to the revised timing for construction funding related to the Police 1 District facility in Milton/Halton Hills.

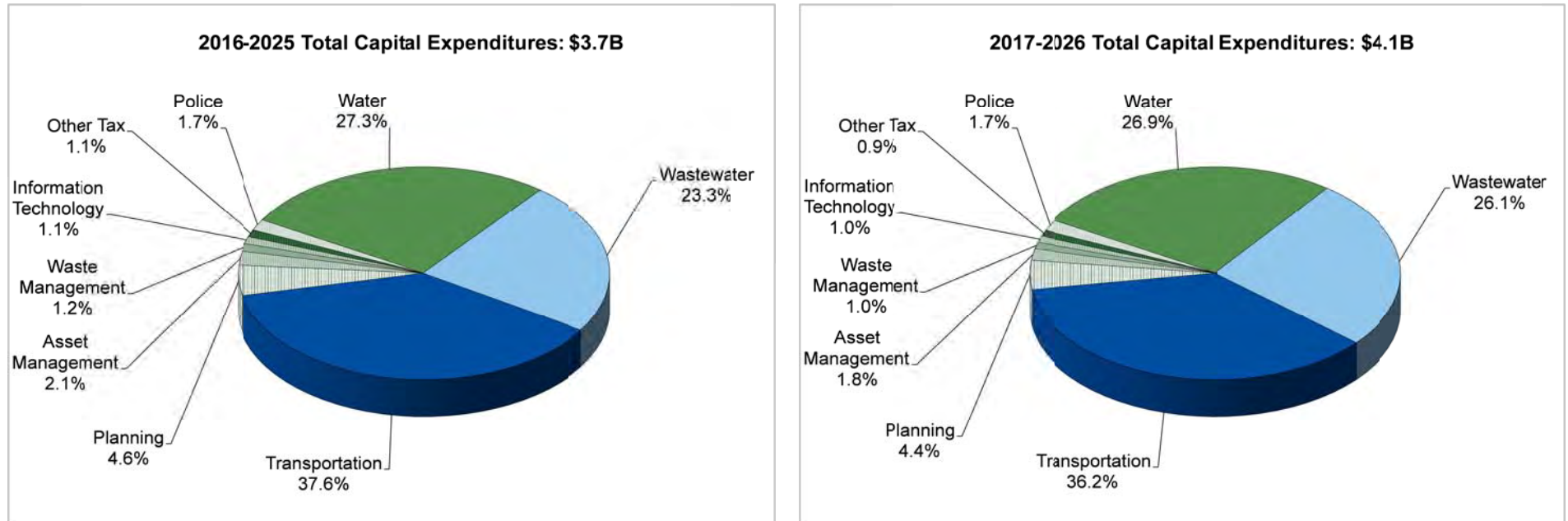
The financing of the capital program is outlined in detail within the Tax Budget Overview and the Rate Budget Overview sections of this book. The following are the 10 highest dollar value projects included in the 2017 Capital Budget. These projects total \$96.4 million and account for 47.6% of the 2017 Capital Budget.

2017 Capital Budget & Forecast		
Top 10 Largest Capital Expenditures in 2017 (\$Millions)		
Program	Project Descriptions	Cost
Roads	Trafalgar Road - Grade Separation North of Maple Ave, Widening from 10 Side Road to Hwy 7 & Upper Middle Road to Dundas Street	\$ 19.8
Roads	Britannia Road - Widening from Tremaine Road to Regional Road 25	17.3
Wastewater	450mm WWM on Navy Street from William Street to Water Street PS	13.9
Tax	Assisted Housing Development	10.6
Roads	Tremaine Road - New Road, Bridge, Grade Separation from Steeles Ave to James Snow Parkway	9.9
Wastewater	Basement Flooding Mitigation	6.2
Police	New 1 District Facility - Land	5.0
Tax	Burlington Waterfront Master Plan Implementation	4.9
Roads	Winston Churchill Blvd - Reconstruction from Old Pine Road to 10 Side Road & from Terra Cotta to Ballinafad Rd/32 Side Road	4.8
Roads	Dundas Street - Widening from Bronte Road to Proudfoot Trail & Neyagawa Blvd. to Oak Park Blvd.	4.1
Total		\$ 96.4

Schedule may not add due to rounding.

10-Year Capital Budget & Forecast

The following charts illustrate the 2017 10-year expenditures compared to the 2016 forecast.



The 2017 10-Year Capital Budget and Forecast (2017 to 2026) totals \$4.1 billion, which is \$472.6 million higher than the 2016 10-year program. The increase is mainly due to a \$283.6 million increase in the water and wastewater development program, a \$119.3 million increase in Transportation, a \$52.8 million increase in the Water and Wastewater State-of-Good-Repair program, a \$13.4 million increase in Planning, and a \$10.4 million increase in Police Services, as outlined below.

As illustrated, a significant portion (89.2%) of the 2017 10-year program continues to be committed to the Water, Wastewater and Transportation programs. In 2016 the Region adjusted the Water, Wastewater and Transportation Master Plans as discussed in PW-33-16 in support of the Region's DC by-law update in 2017. The results of the adjusted Plans have been incorporated into the 2017 capital program. The following summarizes the programs that comprise the 10-year capital forecast.

- **\$2.2 billion 10-year Water and Wastewater capital program** consists of \$1.1 billion for the Development-related program and \$1.1 billion for the State-of-Good-Repair program (Non-Development).

- **\$1.1 billion 10-year Development-related program** is a \$283.6 million increase from the 2016 program as a result of the update of the Water and Wastewater projects (PW-33-16). The 2017 10-year program includes:
 - \$361.1 million to service Region-wide capacity-related infrastructure
 - \$551.3 million to service Greenfield area related infrastructure
 - \$91.8 million to service built boundary areas related infrastructure
 - \$69.6 million for employment land servicing related infrastructure

- **\$1.1 billion 10-year State-of-Good-Repair program** is a \$52.8 million increase from the 2016 program. The additional funding needs have been identified as a result of the ongoing review of asset management requirements undertaken during 2016, based on available asset condition data and the addition of the Water Meter Replacement program (PW-29-16/FN-22-16). As discussed earlier, the long-term sustainable asset management and financing plan will be developed as part of the Asset Management Roadmap Implementation Plan work currently being undertaken. The 2017 10-Year Capital Budget includes:
 - \$680.2 million for water distribution and wastewater collection systems rehabilitation and replacements, including the additional expenditures related to the Basement Flooding Mitigation program of \$53.9 million.
 - \$412.2 million for plants/facilities infrastructure upgrades and replacements.

- **\$1.5 billion 10-year Transportation capital program** consists of \$1.2 billion for the Development-related program and \$323.5 million for the State-of-Good-Repair program (Non-development). The 10-year program in 2017 is \$119.3 million higher than the 2016 program as a result of the update of the Transportation projects (PW-33-16).

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

- \$186.1 million for Trafalgar Road
 - \$175.4 million for Regional Road 25
 - \$160.2 million for Tremaine Road
 - \$157.0 million for Dundas Street
 - \$109.2 million for Steeles Avenue
 - \$100.1 million for Britannia Road
 - \$80.9 million for William Halton Parkway
-
- **\$182.5 million 10-year Planning capital program (including Housing)** is \$13.4 million higher than the 2016 program mainly due to an expanded housing program based on additional provincial subsidy of \$5.7 million allocated from the IAH-E program to acquire new assisted and affordable housing units (SS-25-16), an increase of \$6.9 million for continued implementation of the Burlington Beach Waterfront Master Plan (LPS54-15 & LPS59-15) and the Burloak Waterfront Master Plan (LPS13-14).

- **\$72.0 million 10-year Asset Management capital program** is \$5.8 million lower than the 2016 program primarily driven by extended lifecycle replacement requirements at the Halton Regional Centre, Long-Term Care and Paramedic Service facilities based on ongoing preventative facility maintenance activities.
- **\$41.3 million 10-year Waste Management capital program** is \$1.0 million lower than the 2016 program mainly due to timing of the Interim Transfer Station relocation revised to 2027 offset by increases to the Solid Waste Management Strategy for higher waste diversion standards required by the newly approved *Waste Free Ontario Act*.
- **\$41.1 million 10-year IT capital program** is \$1.5 million higher than the 2016 program mainly due to updated hardware and infrastructure costs and new software implementations. The IT program includes the ongoing maintenance of IT assets, including software licensing, software and hardware upgrades/replacements, as well as mobile strategy implementation and new software implementation including the Service Access Strategy, Info Works and Workforce Management for Paramedics.
- **\$38.5 million 10-year other capital programs** provide Paramedic Services capital requirements to implement the Master Plan (MO-14-15) including stations, vehicles, equipment (defibrillation and power stretchers) (\$24.8 million) and the Long-Term Care facilities equipment replacement program (\$6.5 million). These capital programs are \$1.6 million lower than the 2016 10-year program mainly due to extending the Paramedics vehicles replacement cycles based on actual performance.
- **\$72.0 million 10-year Police capital program** is \$10.4 million higher than the 2016 program due to an increase in the 1 District facility project cost for additional land and furniture, fixtures and equipment costs. The 2017 10-year program includes construction of 1 District in 2018, technology upgrades, vehicle/equipment replacements and replacement provisions for the radio trunking infrastructure.

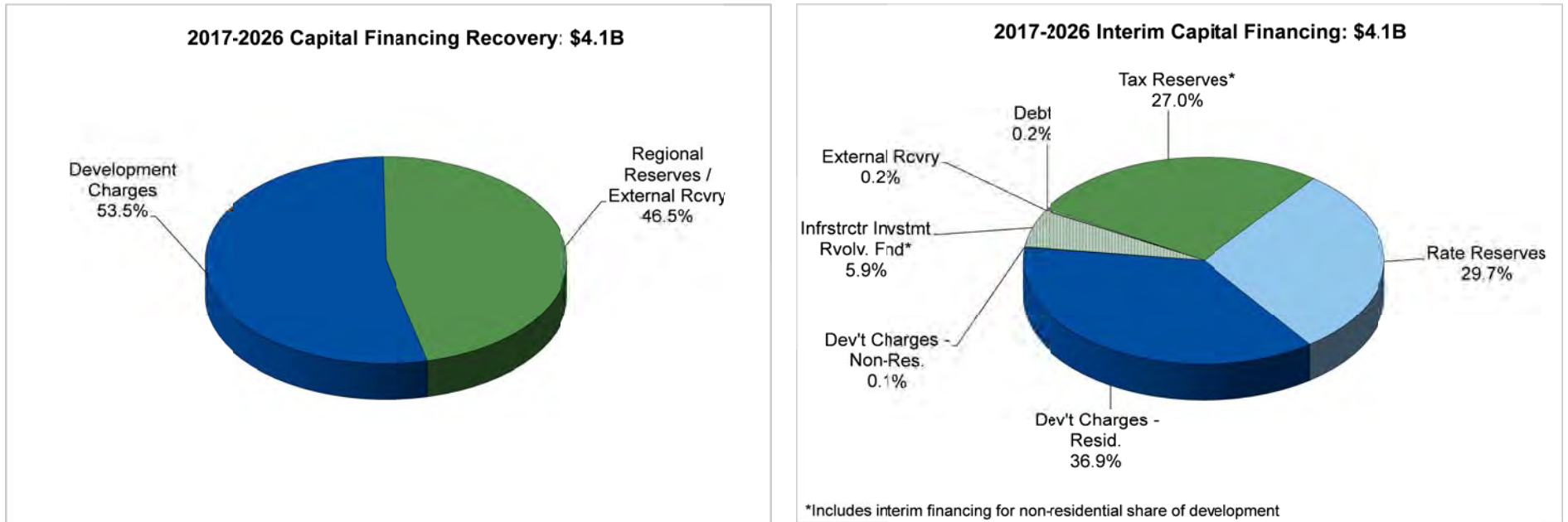
The following table shows the 20 largest dollar value projects in the 10-Year Capital Budget and Forecast. These projects total \$1.8 billion and represent 44.5% of the total capital program.

2017 Capital Budget & Forecast Top 20 Largest Expenditures (2017 - 2026) (\$Millions)				
Program	Project Descriptions	2017	2018-2026	Total
Roads	Trafalgar Road - Grade Separation, Widening	\$ 19.8	\$ 166.3	\$ 186.1
Roads	Regional Rd 25 - Widening, Realignment	3.6	171.8	175.4
Roads	Tremaine Road - New Road, Bridge, Grade Separation, Widening, Reconstruction	9.9	150.3	160.2
Roads	Dundas Street - Widening, Grade Separation, Bridge	4.1	152.9	157.0
Water	Construction of Burloak WPP Phase 2 Expansion from 55 to 165ML/d (OAK)	-	130.6	130.6
Roads	Steeles Avenue - Widening, Grade Separation	3.4	105.8	109.2
Tax	Assisted Housing Development	10.6	90.1	100.7
Roads	Britannia Road - Widening	17.3	82.8	100.1
Wastewater	Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d (OAK)	2.0	97.8	99.8
Roads	William Halton Parkway - New Road	-	80.9	80.9
Roads	Winston Churchill Blvd - Reconstruction, Widening	4.8	64.1	68.9
Roads	Upper Middle Road - Widening, Intersection Improvements	-	65.1	65.1
Roads	Ninth Line - Widening	-	64.2	64.2
Wastewater	Twinned 900 mm WWFM from Lower Base Line to RR 25 (MIL)	-	63.5	63.5
Wastewater	Basement Flooding Mitigation	6.2	47.7	53.9
Roads	Appleby Line - Widening, Intersection Improvements	0.2	52.1	52.3
Roads	James Snow Parkway - New Road, Widening	-	50.9	50.9
Tax	Burlington Waterfront Master Plan Implementation	4.9	40.6	45.5
Roads	Guelph Line - Widening, Reconstruction, Intersection Improvements	0.5	42.5	43.1
Water	Burlington WPP - Filter Building Structural Upgrades (BUR)	-	32.0	32.0
Total		\$ 87.2	\$ 1,752.1	\$ 1,839.3

Schedule may not add due to rounding.

10-Year Capital Financing

A breakdown of the 2017 Capital Budget and Forecast financing is presented in the following graphs.



Included in the 10-year capital plan of \$4.1 billion is \$1.9 billion (46.5%) to address state-of-good-repair capital needs (upgrades/rehabilitation/replacements) and \$2.2 billion (53.5%) to address growth-related capital programs (capacity expansion). Accordingly, as shown above, the growth-related program (53.5%) will ultimately be funded from DCs and the State-of-Good-Repair program will be funded from Regional reserves (46.5%).

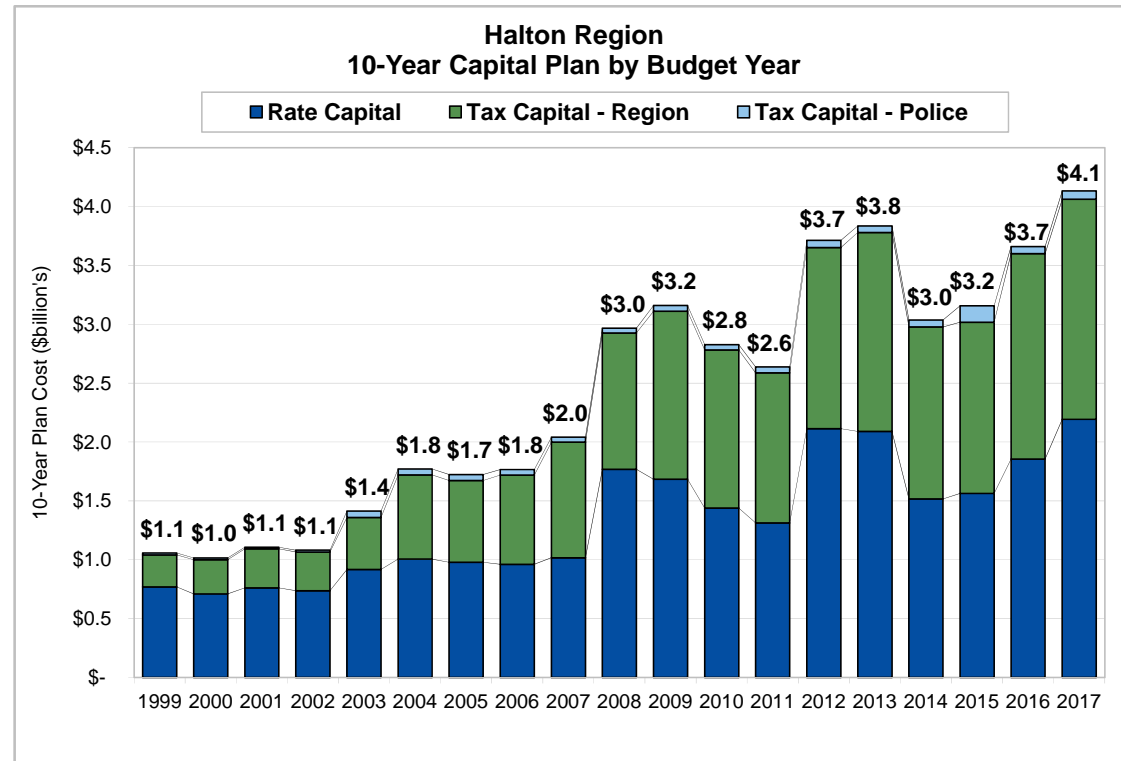
As detailed later in the Long-term Financing section, Regional reserves (including transfers from the Operating Budget, investment earnings, and Gas Tax revenues) and debt are used to fund the state-of-good-repair (non-growth) infrastructure program. In order to maintain sufficient reserves and adequate ratios between the operating contributions and amortization expenses, the 2017 Budget increased the total operating contributions to \$127.3 million in support of the water/wastewater and transportation State-of-Good-Repair capital programs as noted earlier. This provided an opportunity to increase use of the capital reserves, in order to finance the growing State-of-Good-Repair capital program on a pay-as-you-go basis and to reduce debt financing.

Development charges fund growth-related infrastructure. Financing of growth infrastructure, however, requires interim financing from the Region, as set out in the Development Financing Plan (CS-20-12). The Region's interim financing is required for the non-residential employment land capital cost, in order to ensure continued economic development through strategic investment in employment lands. Accordingly, as illustrated in the 2017-2026 Interim Capital Financing chart, the Region will provide interim financing from the Infrastructure Investment Revolving Fund, Tax Reserves, and debt, which will be recovered from future DCs including carrying cost. The financing plan pertaining to 2017 Development-related Water/Wastewater and Transportation programs has been prepared based on the Development Financing Plan (CS-20-12). As set out in LPS17-16/FN-03-16, the Region's Development Financing Plan will be updated in 2017, following the successful completion of the DC by-law update, in support of the 2018 Allocation Program.

Long-Term Financing

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

Long-term financing requirements are driven by the 10-year Capital Budget and Forecast. The following graph shows the significantly growing capital requirements between 1999 and 2017.



In 2009, the 10-year capital program had escalated to \$3.2 billion, due to expanding capital programs and significant cost increases based on the 2008 Master Plan updates for Development Water/Wastewater and Transportation programs. Similarly, in 2012 the 10-year program jumped to \$3.7 billion driven by the 2011 Master Plan updates for the same programs. The 2017 10-year program (\$4.1 billion) is higher than the 2016 program mainly as a result of the Water, Wastewater and Transportation Master Plans (PW-33-16) adjusted to support the 2017 DC Updates, cost updates in the water and wastewater state-of-good-repair, additional provincial subsidy allocated from the IAH-E program, implementation of the Burlington Beach and Burloak Waterfront Master Plans, and revised facility costs for the Police 1 District facility.

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

Financing of State-of-Good-Repair

The Region utilizes its reserves and debt in the financing of the State-of-Good-Repair capital program for existing infrastructure. The reserves (including operating contributions, Gas Tax revenue, and investment earnings) are used in support of the Region's pay-as-you-go approach in financing the ongoing or recurring life cycle requirements. Debt financing is utilized for significant upgrade and rehabilitation initiatives, ensuring that the operating impacts from the significant capital program remain smooth and that the timing of revenue recoveries from rate/tax payers is appropriately matched with the benefit of infrastructure. The 2017 Budget and Business Plan includes increasing operating budget contributions to reserves throughout the forecast period, in order to provide sustainable investment for the growing assets and to continue with a pay-as-you-go financing for the State-of-Good-Repair capital program. Although the 2017 Budget employs limited use of debt over the forecast period, debt still remains as a viable funding option and will continue to be utilized where appropriate.

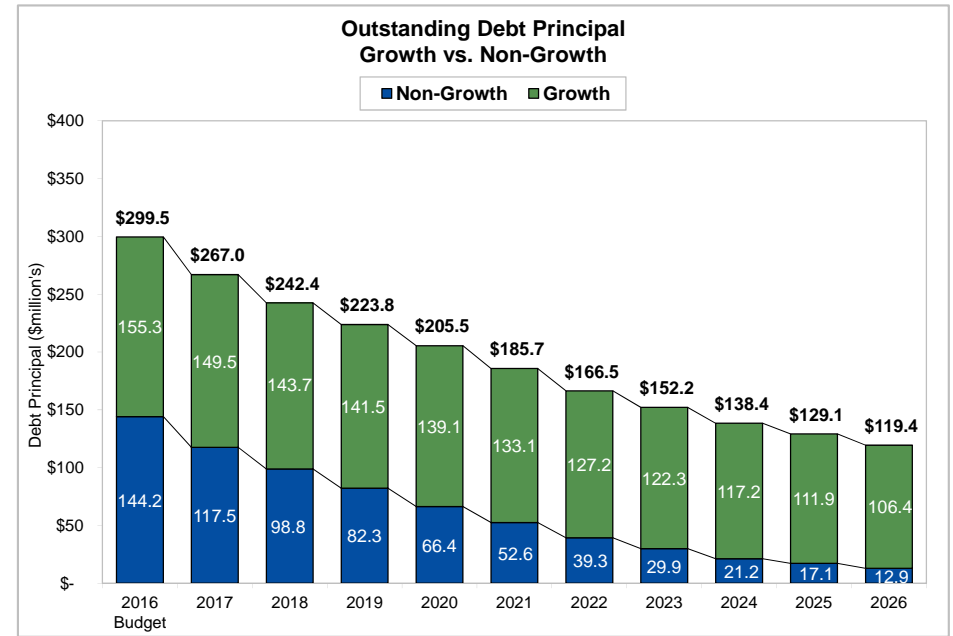
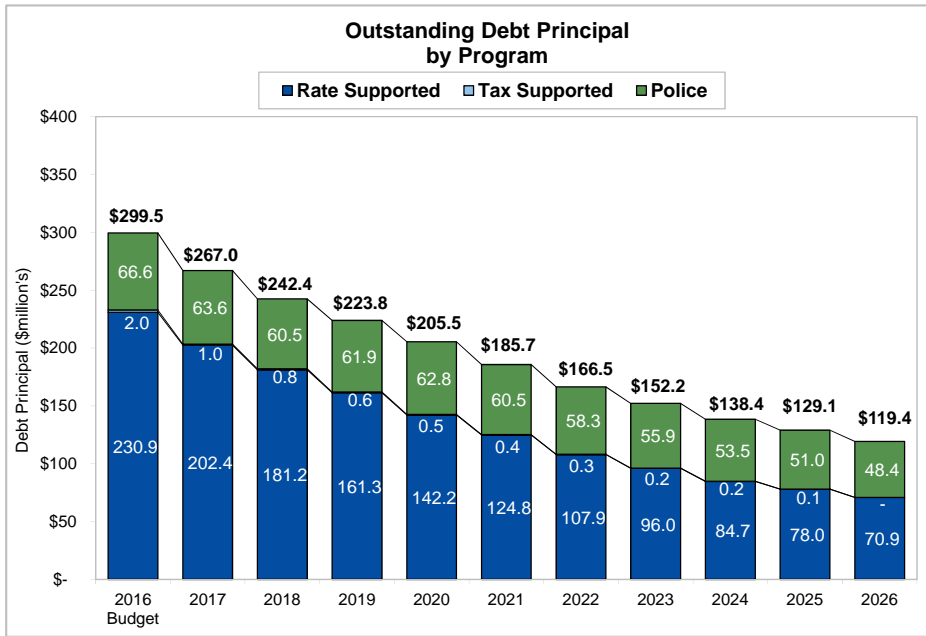
Financing of Growth

The Region relies on DCs to finance new/expansion infrastructure required for growth. DCs, combined with the Regional interim financing through the Infrastructure Investment Revolving Fund, Tax Capital Reserve and debt, are used for the financing of growth-related projects consistent with the 2012 Development Financing Plan (CS-20-12). In particular, the Regional interim financing is provided for the non-residential employment capital cost share and will be recovered from future 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 2017 Budget and Business Plan incorporates the Regional interim financing requirements, including the financing of the resulting debt charges, in accordance with the principles set out in the Development Financing Plan (CS-20-12). The Development Financing Plan will be updated in 2017 and reflected in the future budget process.

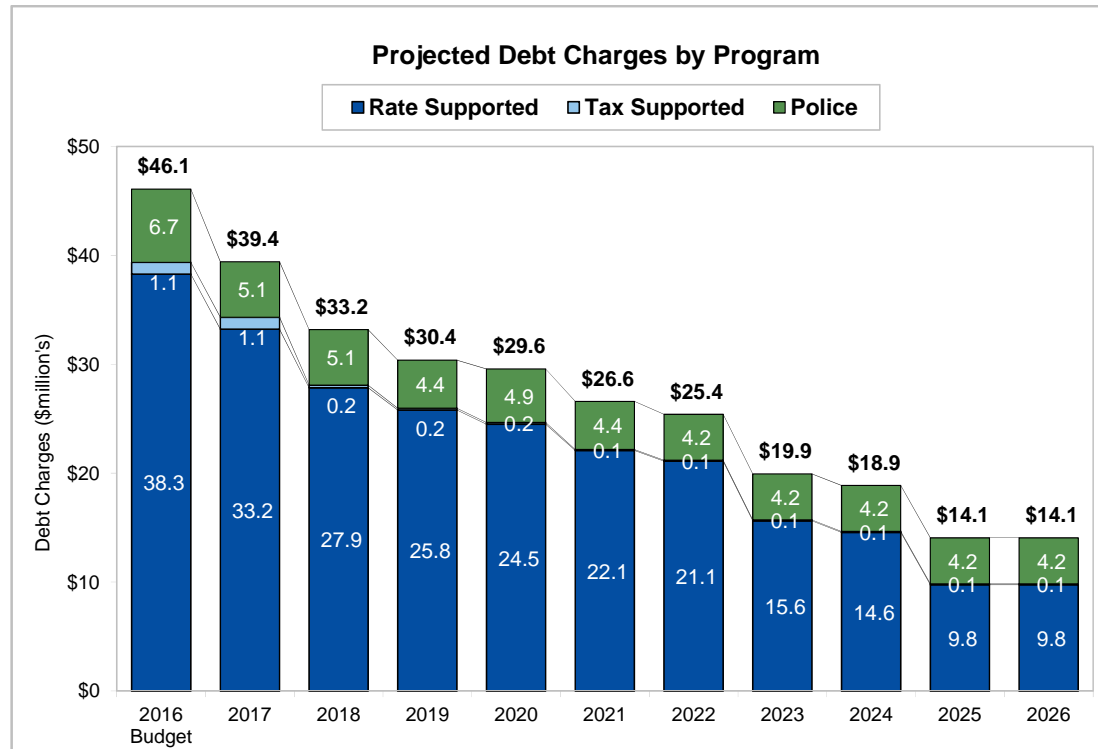
Debt Financing

When debt financing is required, the Regional practice has been to issue debt over a 10-year term. This is considered financially prudent in order to maintain financial flexibility in the face of significant and changing funding requirements. These requirements occur over the forecast period to accommodate new construction, replacement and upgrade of capital assets. Notwithstanding, the Region continues to monitor market conditions to best utilize longer-term debt financing. For instance in 2011, the Region issued a 30-year term sinking fund debt in the amount of \$106 million in 2011 to service strategic employment lands (CS-33-11/PW-53-11/LPS58-11 re: 2011 Water and Wastewater Servicing to Employment Lands in Halton) and \$62.5 million in 2015 to construct the new Police Headquarters. The 2017 Budget and Forecast project a total of \$7.7 million in debt financing over the next 10 years to accommodate the Police Facility needs (i.e. 1 District).

The following charts illustrate the annual projected debt levels over the next 10 years. Debt levels have peaked at \$299.5 million in 2016, mainly driven by funding required for the Police Headquarter expansion in 2015. The level declines substantially over the forecast period as the Region moves forward with the pay-as-you-go funding approach for the State-of-Good-Repair capital program and as existing debt retires.



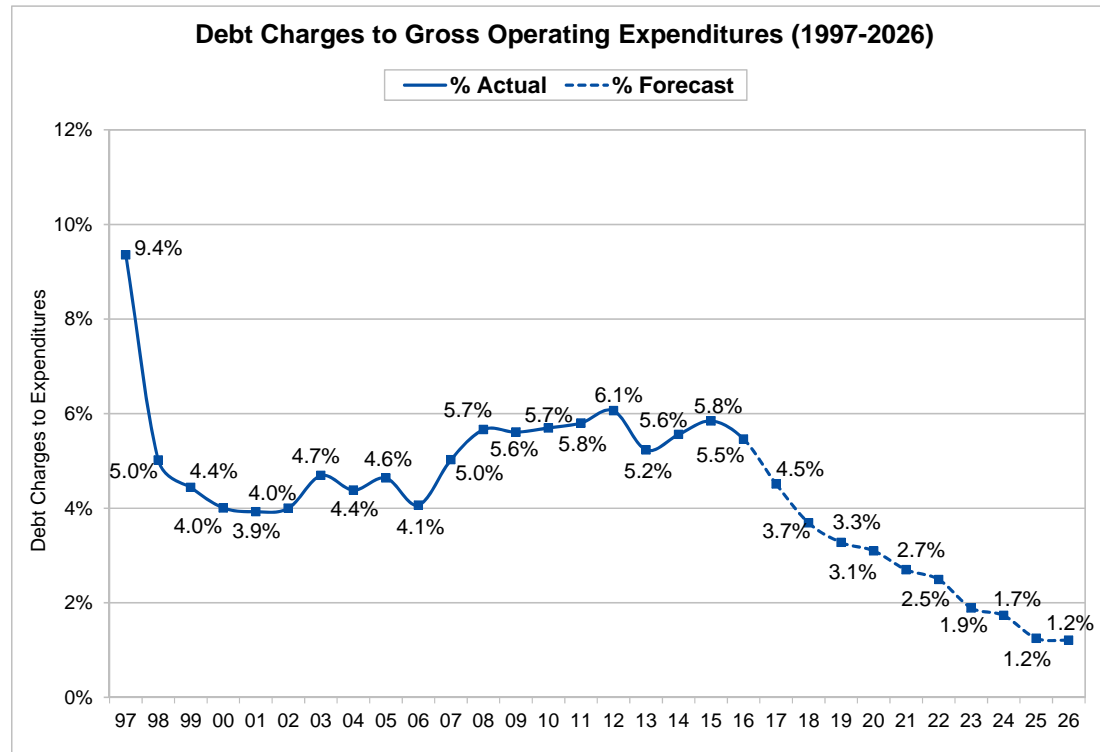
As illustrated in the chart below, total budgeted debt charges will be reduced in 2017 as compared to 2016, as a result of canceling previously approved debt that has not been issued and is no longer required.



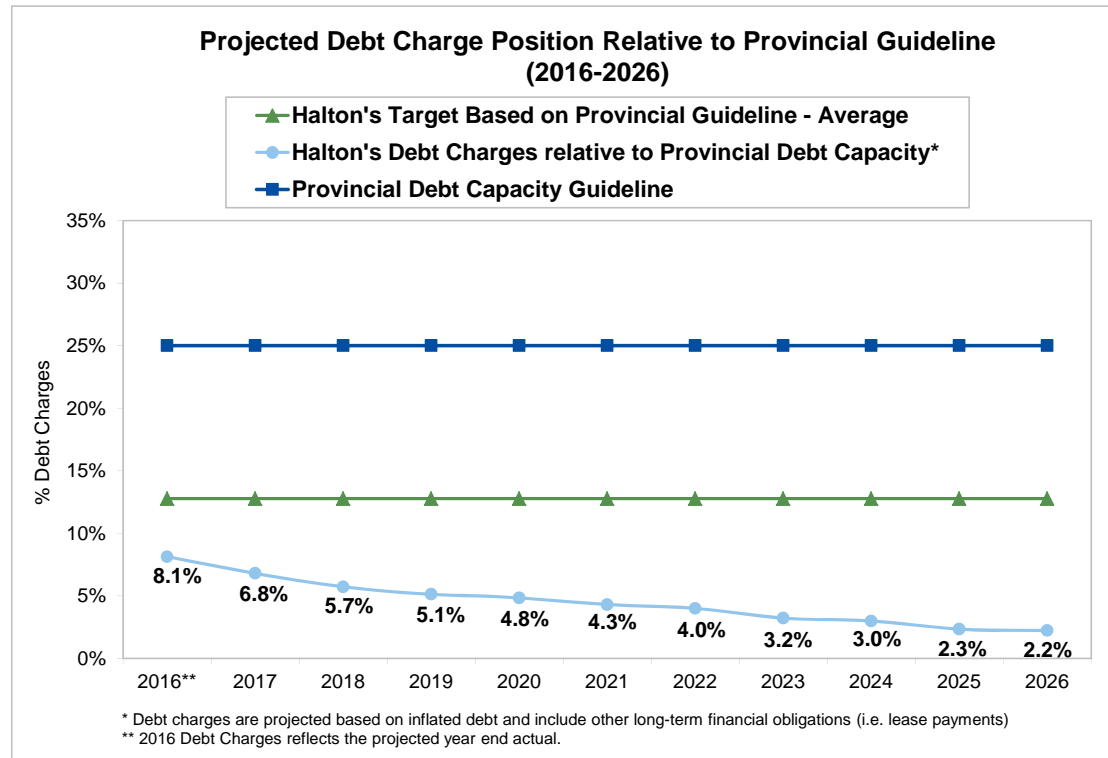
While debt charges will continue to have an impact on the rate-supported budgets, the debt charges are expected to decrease over the forecast period based on declining debt as noted above.

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

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



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



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

Reserve Financing

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

As shown in the Reserve Continuity schedule below, the projected balance of the Region's reserves at December 31, 2016 is \$966.8 million, \$166.5 million of which are reserve funds (e.g., DC funds and self-insurance funds).

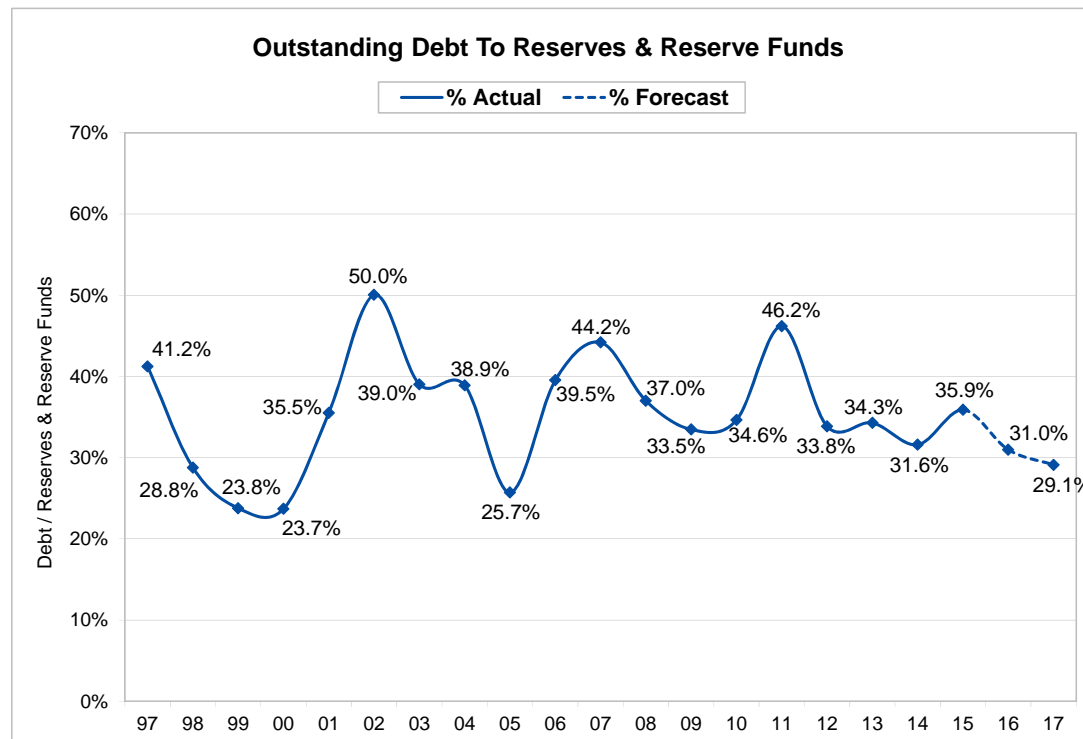
2017 Budget and Forecast Reserve Continuity (\$000s)									
	2015 Ending	2016 Projected Ending*	2017 Transfers						2017 Projected Ending
			Transfers From/(To) Operating	Transfers From/(To) Capital	Intra Reserve Transfers	Projected DC/Dvel. Cntrbtn	Projected Interest Allocation	Total	
Reserves									
Tax Stabilization	\$ 61,090	\$ 60,630	\$ 308	\$ (204)	\$ -	\$ -	\$ -	\$ 104	\$ 60,735
Rate Stabilization	24,175	25,955	-	-	-	-	-	-	25,955
Program Specific	53,882	54,624	7,881	(11,155)	-	-	-	(3,274)	51,351
Vehicle & Equipment	60,063	67,821	10,741	(13,342)	-	-	1,773	(827)	66,993
Tax Capital	285,710	318,870	43,960	(73,390)	18,986	-	18,256	7,812	326,682
Rate Capital	187,308	168,982	55,709	(72,121)	-	-	11,458	(4,954)	164,029
Infrstr Invst Rvlvg Fund	115,690	103,470	8,375	(63,136)	33,541	-	4,483	(16,737)	86,733
Sub-Total	787,919	800,353	126,974	(233,348)	52,527	-	35,970	(17,876)	782,477
Reserve Funds									
Corporate	173,759	183,283	14,403	(21,591)	-	-	4,932	(2,256)	181,027
Development Charges	(4,224)	(16,796)	(8,871)	(264,290)	(52,527)	294,160	2,254	(29,273)	(46,070)
Sub-Total	169,535	166,487	5,532	(285,881)	(52,527)	294,160	7,186	(31,530)	134,958
Gross	\$ 957,454	\$ 966,840	\$ 132,507	\$ (519,229)	\$ -	\$ 294,160	\$ 43,156	\$ (49,405)	\$ 917,435

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

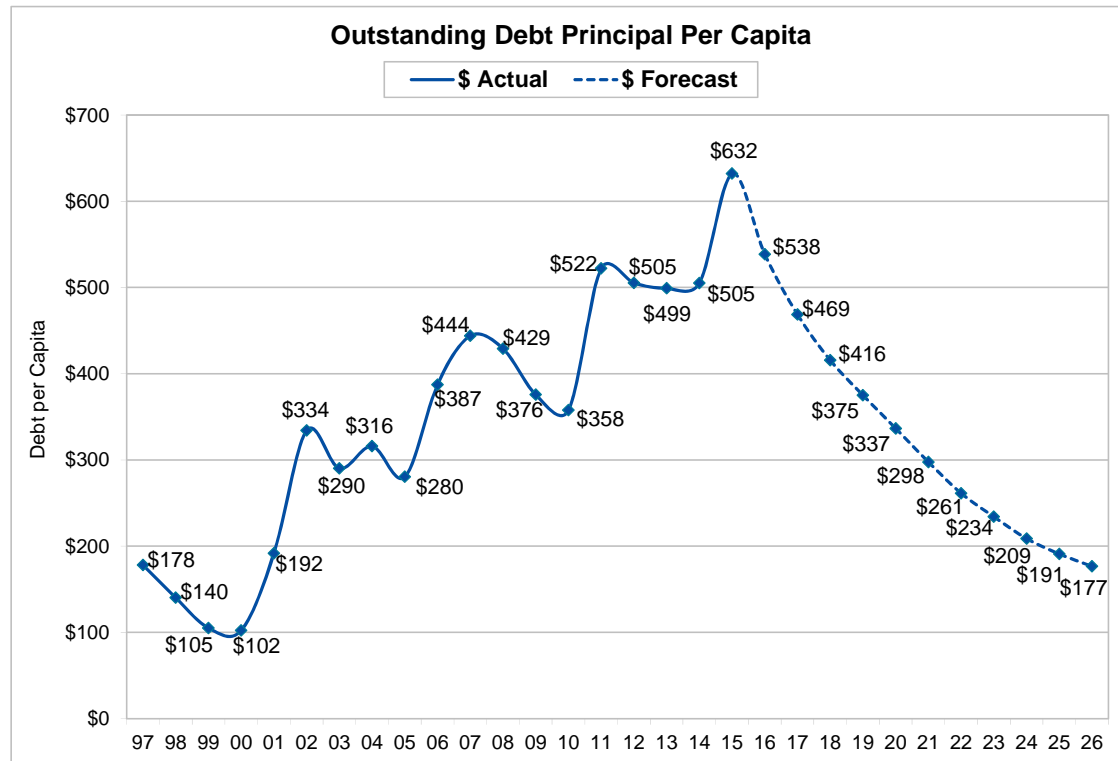
The target balance for the stabilization reserves is 10% of gross operating expenditures for Tax and 15% for Rate (CS-05-13 re: 2012 Year End Accounting Transactions). In 2017, the Tax Stabilization reserve balance is projected to be \$60.7 million, which is \$5.9 million below the target of \$66.6 million. The Rate Stabilization balance is projected to be \$26.0 million, which is \$5.1 million below the target of \$31.1 million. Any future operating surplus will be first applied to the stabilization reserves in order to meet the target levels.

As shown in the schedule, the reserve position is projected to decrease by \$49.4 million to \$917.4 million (including the reserve funds) at the end of 2017, mainly due to reductions in the Regional Revolving Fund and DCs used to implement all of the remaining projects in the 2012 Allocation program. The DC reserve funds are projected to be in a negative balance primarily attributed to road DCs as a result of a timing difference between the road implementation to support growth and the collection of the DCs. As noted earlier, the Region's investment from the Infrastructure Investment Revolving Fund is projected to be approximately \$225 million as of 2016, while the investment from the Tax Capital Reserve is \$122 million. Any projected shortfalls in the DC reserve funds and the outstanding interim financing provided from the Regional reserves have been incorporated into the DC by-law update currently being undertaken, in order to recover from future DCs. In addition, the rate capital reserve is projected to decrease in support of the pay-as-you-go financing of the Water and Wastewater State-of-Good-Repair capital program.

The following Outstanding Debt to Reserves and Reserve Funds chart illustrates the impact of the Region's Financial Plan in terms of the debt to reserve ratio. The lower the ratio the more financial flexibility is available to respond to new requirements, and the more secure the Region's overall financial position. The ratios over the past 21 years have fluctuated according to capital infrastructure funding needs over time. The ratio rose in 2011 (46.2%) as the Region issued a 30-year term sinking fund debt in the amount of \$106 million (CS-33-11/PW-53-11/LPS58-11) to service strategic employment lands. The ratio is expected to decrease in 2017 (29.1%) from the 2016 level as a result of decreasing debt as discussed earlier.



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











Conclusion











The 2017 Budget and Business Plan results in a property tax increase of 1.9% for Regional Services, an increase of 2.0% for Police Services (for a combined tax increase of 1.9%), and a 5.1% rate increase for water and wastewater, while maintaining service levels for all core Regional services and responding to demand for services as the community continues to grow.

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

Strategic Action Plan 2015-2018: Measures and Outcomes










Priority Area	Measure & Outcome	Target	Actual 2015	Projected 2016	Projected 2017
	Investment in Regional Roads Capital Program	\$480 million by 2018	\$101 million	\$141 million (\$242 million cumulative)	\$126 million (\$368 million cumulative)
	# of Kilometres of New Active Transportation Infrastructure on Regional Roads (walking, cycling, transit)	100 km added by 2018	28 Report PW-19-16	29 (57 cumulative)	26 (83 cumulative)
	# of Additional New Road Lane Kilometres	80 by 2018	32	18 (50 cumulative)	34 (84 cumulative)
	Infrastructure in 2012 Allocation Program Delivered	By 2017	In Progress Report LPS-106-15	In Progress	In Progress
	5 Year Review of Region Official Plan Completed	By 2018 - Contingent on Completion of Provincial Plan Reviews	In Progress	In Progress Work Plan, directions and public engagement strategy completed Report LPS110-16	In Progress
	2018 Allocation Program Completed*	By 2018	In Progress Report LPS-106-15	In Progress	In Progress
	Urban Area Intensification	40%	Achieved	Achieved	Achieved
	Infrastructure Identified for Priority Growth Areas and Mobility Hubs Delivered	By 2018	In Progress	In Progress	In Progress

* Previously called "2016/2017 Allocation Program"

Priority Area	Measure & Outcome	Target	Actual 2015	Projected 2016	Projected 2017
	Servicing Plans for Key Employment Areas Completed	By 2018	In Progress Report LPS117-15	In Progress Report LPS103-16	Completed
	# of Gross Acres of New Serviced Employment Areas	2700 gross acres serviced by 2018	In Progress Report LPS117-15	In Progress	In Progress
	Development Approval Process for Non-Residential Development Streamlined	By 2017	In Progress	In Progress	Completed
	# of New Businesses Attracted to Halton Annually	16	18	12	12
	Amount of New Non-Residential Total Floor Area Built Annually	3.6 million sq. ft.	5.088 million sq.ft. per Report FN-20-16	3.3 million sq.ft. per Report FN-20-16	3.5 million sq. ft. per Report FN-20-16
	# of Hectares of Farmland Under Active Cultivation	Maintained	Achieved	Achieved	Achieved
	Rural/Agricultural Strategy Completed	By 2016	In Progress	Completed Report LPS93-16	
	Agricultural Forum Held	Annually	Achieved (60 participants)	Achieved (70 participants) Report LPS51-16	Achieved (60 participants)
	% of Affordable Housing in New Developments	30%	Achieved	Achieved	Achieved
	# of New Assisted Housing Opportunities	360	175	201 (cumulative of 376)	104 (cumulative of 480)

Legend



Priority Area	Measure & Outcome	Target	Actual 2015	Projected 2016	Projected 2017
	Investment in the Capacity to Prevent and Address Homelessness increased to provide Halton individuals/ families with proactive homelessness prevention supports.	5,000 individuals/ families by 2018*	Achieved 5,607	5,700	5,865
	Annual Response time targets for Paramedic Services	Achieved	Achieved Report MO-17-16	Achieved	Achieved
	Community Investment Fund Increased	Respond more effectively to Community needs and eligible fund applications	\$827,691	\$1,427,691 Report SS-11-16	\$2,027,691
	# of New Licensed Child Care Spaces	140	Completed		
	Halton Region Older Adult Plan Implemented	Under review	In Progress Report SS-23-15/ MO-12-15	In Progress	In Progress
	Immunization rates among school age children in Halton	75%	61%	65% Report MO-12-16	65%
	Compliance Rating for all Drinking Water Facilities	100%	100%	100%	100%
	'One-Window' Access for Human Services Implemented	By 2018	In Progress	In Progress	In Progress
	# of Coordinated Responses to High Risk Situations Across Halton Increased(COMMANDE)	300 by 2018**	211 Report SS-21-15/ MO-13-15	176 (387 cumulative)	189 (576 cumulative)

* Previously identified as "\$2 million invested"

** Previously identified as "70-300 annually"












Legend



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

Legend



Priority Area	Measure & Outcome	Target	Actual 2015	Projected 2016	Projected 2017
	Flood Mitigation Study Completed	By 2015	Completed -Report PW-22-15		
	Wastewater Infrastructure Optimized	\$23.6 million invested by 2018	\$5 million	\$6.5 million (11.5 million cumulative)	\$6.2 million (17.7 million cumulative)
	Annual Emergency Exercises Completed	Exercises Completed	Achieved	Achieved	Achieved
	Emergency Plan Updated and Coordinated with Local Municipal Plans	By 2018	In Progress	In Progress Report CA-04-16	In Progress
	Public Emergency Response Centres Commissioned	4 implemented by end of 2016	In Progress	In Progress	Completed
	Peak Volume Call Capacity of 311 Increased	By 100%	Completed		
	% of Region Maintained in Natural Heritage System	50%	Achieved	Achieved	Achieved
	% of Wastewater Received Full Treatment Prior to Discharge	99.50%	Achieved	Achieved	Achieved
	Implement Source Water Protection Plans*	By 2018	In Progress Report PW-34-15/ LPS-113-15	In Progress	In Progress
	Waste Diversion Rate	62% waste diversion rate by 2018	60% Report PW-24-16	60%	60%
	Greenhouse Gases Related to Regional Services Reduced*	5% reduction by 2018	1%	1% (2% cumulative)	1% (3% cumulative)

* Previously identified as "Aquifer Management Plans Updated"

Legend



Planning Healthy, Complete Communities



Growing the Regional Economy



Connecting People and Services



Governing for the Future



Adapting to Climate Change



Protecting the Natural Environment

HALTON REGION

Budget and Business Plan 2017

Tax Overview



Tax Budget Overview

2017 Regional Property Tax Impact including Halton Regional Police Service (HRPS)

The table below illustrates the property tax impact per \$100,000 of current value assessment (CVA). The 2017 property tax impact for Regional services is an increase of \$4 and the impact for Police services is an additional \$2, resulting in a combined increase of \$6 per \$100,000 CVA.

Property Tax Impact of Regional Government Services (Per \$100,000 CVA)						
	2016		2017		Change	
	Actual	Budget	\$	%		
Regional Services	\$ 197	\$ 200	\$ 4	1.9%		
Police Services *	114	116	2	2.0%		
Total Regional Taxes **	\$ 310	\$ 316	\$ 6	1.9%		

Schedule may not add due to rounding.

* Approved by Police Services Board

** Based on projected 1.7% assessment growth

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

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

Tax Supported Budget Summary											
(\$000's)	2016	2017			Change in Budget				2017		
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2017 Base / 2016 Approved		2017 Requested / 2016 Approved		Assessment Growth (1.7%)	Tax Impact after Assessment	
Regional Services	\$ 240,814	\$ 246,470	\$ 3,050	\$ 249,520	\$ 5,656	2.3%	\$ 8,706	3.6%	\$ (4,094)	\$ 4,612	1.9%
Police Services	139,715	143,356	1,584	144,940	3,641	2.6%	5,225	3.7%	(2,375)	2,850	2.0%
Total	\$ 380,528	\$ 389,825	\$ 4,634	\$ 394,460	\$ 9,297	2.4%	\$ 13,931	3.7%	\$ (6,469)	\$ 7,462	1.9%

The net tax levy for Regional services is increasing from \$240.8 million in 2016 to \$249.5 million in 2017, an increase of \$8.7 million or 3.6%. Of this amount, the base budget is increasing by \$5.7 million or 2.3%. The balance of the increase in net tax levy requirement is related to strategic investments proposed in the 2017 budget.

The combined 2017 levy request totals \$394.5 million, consisting of \$249.5 million for Regional Services and \$144.9 million for Police Services, and represents an increase of 3.7%. After assessment growth of 1.7%, these increases result in a net tax impact of 1.9% for the Region and the Police.

This impact is consistent with the 2017 Budget Directions (FN-20-16 re: 2017 Budget Directions), which recommended that the Regional tax increase not exceed the rate of inflation for Regional Services.

2017 Budget Overview

The 2017 Budget continues to maintain service levels in the Region's core service areas and ensures delivery of the priorities identified by Regional Council through the Strategic Action Plan. In April 2015, Council approved Halton's Strategic Action Plan (2015-2018), which focuses on achieving the Region's vision to continue to be a great place to live.

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

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

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

2017 Budget Development

The following chart highlights the process undertaken to prepare the 2017 Tax Budget.

2017 Budget Process		
	Tax Increase	Assessment Growth
2017 Forecast	2.1%	1.5%
2017 Budget Direction	1.9%	1.7%
2017 Budget	1.9%	1.7%

The 10-year Operating Budget Forecast in the 2016 Budget and Business Plan projected a tax increase of 2.1% for Regional programs in 2017. The 10-year Operating Forecast was developed based on existing program financing plans, program specific assumptions with respect to provincial funding and expected inflationary and growth factors. For the 2017 Budget Directions, the forecast budget model assumptions were updated to reflect inflation and higher assessment growth from 1.5% to 1.7%. Further, the 2017 Budget Directions recognized that some program enhancements would need to address growth and other program pressures in order to maintain service levels. Based on these factors Council approved the 2017 Budget Directions with a tax increase at or below inflation (2.0%) for Regional Services (excluding Police Services).

Several times during the budget process, the Management Committee reviewed the base budget and proposed strategic investments to ensure levels of service are maintained and to achieve Council priorities, which resulted in a 1.9% tax increase in the 2017 Budget.

To achieve the recommendations of the 2017 Budget Directions, while ensuring sufficient resources are available to maintain service levels, support Council priorities, and address inflationary and growth pressures, the 2017 Budget incorporates additional revenues, savings in the base budget through efficiencies and the redeployment of resources to priority programs.

The **2017 Tax-Supported Budget** includes the following savings and subsidies/revenues:

- Increased subsidy of \$5.7 million in Housing Services for the Social Housing Improvement Program (SHIP), Investment In Affordable Housing (IAH) – Social Infrastructure Fund (SIF), and Survivors of Domestic Violence - Portable Housing Benefit (SDV-PHB) (SS-25-16 re: Funding Allocations and Commitments under New and Existing Senior Government Housing Programs); as well as for IAH 2014 Extension (IAH-E), Community Homelessness Prevention Initiative (CHPI) and Homelessness Partnering Strategy (HPS) Enhancement program.
- Increased subsidy of \$1.4 million in Employment & Social Services for Ontario Works (OW), upload savings (\$496,000), OW benefit cost increase (\$610,000) and OW cost of administration (\$171,000).
- Additional subsidies of \$1.0 million for Paramedic Services for growth and strategic investments proposed in accordance with the Province's funding formula.
- Increased subsidies of \$702,000 in Services for Seniors mainly for per diem inflationary increases and changes in the Case Mix Index.
- Additional subsidy of \$500,000 anticipated in Children's Services fee subsidies.
- Increased subsidy of \$79,000 for Public Health and the North Halton Mental Health Clinic (NHMHC), mainly for the Healthy Smiles Ontario (HSO) program.
- Increased revenue of \$350,000 in Payment-in-Lieu of taxes based on recent trends.
- Increased revenues of \$151,000 for basic and preferred resident accommodation revenue in Long-term Care facilities.
- Decreased costs of \$576,000 in Waste Management related to revised contract for apartment collection.
- Decreased advertising costs of \$302,000 to reflect actual trends.
- Decreased costs of \$121,000 in insurance deductibles based on actual trends.
- Decreased costs of \$102,000 in the geospatial mapping data program based on contract change.
- Decrease of \$70,000 in Natural Gas costs based on trends.
- Reorganizations and redeployments of resources in departments to position for the future and align with Council priorities.

2017 Budget Key Drivers

The savings discussed above, together with assessment growth of 1.7%, are used to partially fund the key drivers in the 2017 Budget. The investments required to address these key drivers have been included in the 2017 Budget within the 1.9% tax rate increase for Regional services. The following key drivers of the 2017 Budget reflect Council's priorities as set out in the Region's Strategic Action Plan (2015-2018) and are detailed later in the departmental budget overviews.

- **Intermediate Planner - Intensification - \$106,000 strategic investment** proposed to hire a new Intermediate Planner to support the development of intensification areas – the Regional Official Plan's (ROP) highest priority of urban development.
- **Regional Program for Community Improvement Plans (CIP) - \$75,000 strategic investment** proposed to establish the Regional financial incentive programs to promote rehabilitation and redevelopment in the CIP project areas designated by Local Municipalities in support of the implementation of the ROP policies.

- **Regional Investments in Economic Development** for the Region's continued investment in economic development through its interim financing for non-residential growth. The Region funds the internal borrowing from the Tax Capital Reserve for the Transportation program, which amounted to \$122 million as of 2016.
- **Halton's Heritage and Enhanced Visitor Experience - \$60,000** base budget increase for further expansion of exhibition development in support of the implementation of the Museum Master Plan (LPS62-14 re: Halton Heritage Centre: A New Approach for the Halton Region Museum).
- **Waterfront Master Plans - \$1.0 million** base budget increase. Council approved the Burlington Beach Waterfront Master Plan and the related financing plan in 2015 (LPS54-15 re: Burlington Beach Regional Waterfront Park - 2015 Master Plan & LPS59-15 re: Burlington Beach Acquisition Implementation/Strategy (T5800D)), committing approximately \$52.0 million of the Regional investment between 2015 and 2035. The 2017 Budget includes an additional \$1.0 million of capital financing to continue to implement these Master Plans based on the financing plan.
- **Biodiversity Strategy for Regional Forests - \$170,000 strategic investment** with no net Regional impact. The funding will be used to enhance monitoring, research and control activities associated with the biological and ecological environments within the Regional Forests. The additional costs required will be fully funded over the 10-year forecast period by the increased revenue collected from a renewed agreement with Dufferin Aggregates.
- **Corporate Asset Management - \$228,000 strategic investment** proposed to hire an Asset Management Project Manager (\$115,000) to address the significant increase in Facilities Design and Development (FD&D) service demands and the growing capital replacement requirements and to hire an Asset Reliability Coordinator (\$113,000) to address the increasing demand pressures on the Asset Reliability program as a result of growth and the introduction of new programs.
- **Comprehensive Housing Strategy (CHS) - \$1.0 million** base budget increase with no net Regional impact. This increase will provide additional rent supplements to Halton housing clients based on provincial/federal funding allocated for 2017.
- **Capacity to Prevent and Address Homelessness - \$1.3 million** base budget increase with no net Regional impact. This increase will provide housing subsidies and pay for first and last month's rent for survivors of domestic violence (SDV-PHB - \$464,000) and help prevent homelessness (CHPI and HPS Enhancement - \$862,000) based on provincial/federal funding allocated for 2017.
- **Social Housing Units - \$410,000** base budget increase to reflect higher operating subsidy and property tax needs based on cost index mandated by the Ministry of Housing (MHO), and a \$47,000 reduction in the federal block funding received from MHO.
- **Social Housing Improvements - \$3.4 million** base budget increase with no net Regional impact. The Region will provide the SHIP funding allocated through the Social Infrastructure Funding (SS-25-16) to selected social housing providers to make critical repairs to their buildings.
- **Oakville Senior Citizen's Residence (OSCR) - \$689,000 strategic investment** proposed to clearly establish governance responsibilities and accountability for OSCR and to provide OSCR with the necessary base capital and operating budget to operationalize the new arrangement effective January 1, 2017.
- **Halton Region Community Investment Fund (HRCIF) Enhancement- \$600,000 strategic investment** proposed to increase the current approved budget of \$1.4 million to \$2.0 million to enhance the capacity of HRCIF in order to address increasing demand, solidify funding for the existing food security program and respond to needs that emerge through community safety and wellbeing planning.

- **Employment & Social Services Program - \$142,000 strategic investment** proposed to provide 2 Integrated Program Assistants to support increased customer activity at the Burlington OW and Employment Halton offices to work directly with OW clients, job seekers and employers.
- **Our Kids Network (OKN) Research (Children's Services) - \$85,000 strategic investment** proposed to increase the current Regional base funding for OKN to \$385,000. OKN currently holds one of the largest repositories of neighbourhood-level data in the Region, and the additional investment will support research and provide a platform for open data that benefits the whole community.
- **Paramedic Services - \$1.5 million strategic investments** (net \$782,000 after subsidy) to continue to implement the Paramedic Services Master Plan (MO-14-15 re: Paramedic Services 10-Year Master Plan):
 - 11.6 paramedics at the new East Milton station in order to support 24/7 operations and to maintain response times. The cost of \$1.3 million will be offset by subsidy revenue of \$628,000 for a net tax impact of \$708,000.
 - Additional 1.5 Paramedic Services Logistics Officers to extend staffing to evenings and weekends in order to support 24/7 operations and reduce the reliance of temporary staff. The cost of \$139,000 will be offset by subsidy revenue of \$65,000 for a net impact of \$74,000.
- **Immunization Services, Additional Nursing Hours - \$85,000 strategic investment** proposed to increase nursing hours in support of Halton's growing child and youth population needs for immunization in the absence of provincial funding.
- **Road Maintenance Program - \$409,000 base budget increase** to support an increase in road maintenance contracts with the Local Municipalities and Regional contracts to address growth in the Regional road network as well as additional maintenance costs including winter controls.
- **Road Resurfacing Program - \$1.0 million base budget increase.** The additional contribution will be transferred to the Road Resurfacing reserve in order to provide sustainable funding for the expanding program over the next 10 years.
- **Landfill Sunday Opening - \$60,000 strategic investment** proposed for the Halton Waste Management Site (HWMS) to be opened on Sundays from 8:00 a.m. to 12:00 p.m. in the months of May and June after a successful pilot in 2016. This will provide increased customer service allowing a greater time period for residents to dispose of their waste materials throughout the week, distributing traffic more evenly and decreasing the wait times on Saturdays and Monday mornings.
- **Internship and Apprentice Program (Hiring for the Future) - \$200,000 strategic investment** proposed to expand the Internship and Apprentice Program to provide more paid, temporary employment opportunities to new graduates and apprentices and address departments' demand for resources. The additional funding will provide sufficient resources for approximately 4 additional interns/apprentice positions which will bring the total sustained in the program to 16.
- **Information Technology (IT) Mobile Strategy - \$300,000 strategic investment** proposed for continued phased implementation of Halton's IT Mobile Strategy to improve delivery of services. As part of the IT Mobile Strategy implementation, staff will investigate and implement mobile technology options to best facilitate the program requirements and delivery, such as service delivery by community-based staff in the Health department and Long-term Care facilities. There will be an operating impact beginning in 2018 as the additional mobile devices will require air time cards and support related costs.
- **Retiree Benefit Reserve Contribution - \$300,000 base budget increase.** The additional funding will be transferred to the Regional Retiree Benefit reserve in order to ensure that the reserve balance moves towards the target obligation over the next 10 years based on an actuarial review of the Regional Extended Health and Dental obligations.

2017 Tax Operating Budget By Major Program

The following table summarizes the 2017 Tax Budget (excluding Police Services) by major program. The 2017 requested budget is increasing from \$240.8 million to \$249.5 million, an increase of \$8.7 million or 3.6% before the assessment growth. Of this increase, the base budget is increasing by \$5.7 million or 2.3%. This has been achieved through cost-saving measures and redeployment of staff resources to priority areas in 2017.

In addition to the base budget increase, the 2017 Budget proposes a number of strategic investments of \$3.1 million that align with the Council approved Strategic Action Plan (2015-2018). The combined base budget (\$246.5 million) and strategic investments (\$3.1 million) results in an \$8.7 million increase in net expenditures for 2017. The assessment growth (primarily new properties) in 2017 is estimated to be 1.7% or \$4.1 million. This results in a net tax increase for the 2017 Budget of 1.9%. Detailed program budgets are included in the Tax Budget Details section of this document.

Net Operating Budget for Tax Supported Services (Excluding Police Services)								
Levy Requirement by Program								
\$000s	2016	2017			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Budget		2017 Requested to 2016 Budget	
Public Health Resources	\$ 2,000	\$ 2,250	\$ -	\$ 2,250	\$ 251	12.5%	\$ 251	12.5%
Healthy Environments & Communicable Disease	4,817	5,192	-	5,192	374	7.8%	374	7.8%
Healthy Families	5,568	5,946	-	5,946	378	6.8%	378	6.8%
Clinical Health Services	4,062	4,028	85	4,113	(35)	-0.8%	50	1.2%
Paramedic Services	16,917	17,812	782	18,594	896	5.3%	1,677	9.9%
Children's Services	11,503	11,281	85	11,366	(222)	-1.9%	(137)	-1.2%
Employment & Social Services	7,015	6,415	142	6,557	(600)	-8.5%	(458)	-6.5%
Housing Services	35,882	36,425	689	37,114	543	1.5%	1,232	3.4%
Quality & Service Integration	5,725	5,734	600	6,334	9	0.2%	609	10.6%
Services for Seniors	17,583	18,079	-	18,079	496	2.8%	496	2.8%
Planning	10,688	12,002	181	12,182	1,314	12.3%	1,494	14.0%
Economic Development	2,312	2,571	-	2,571	259	11.2%	259	11.2%
Waste Management	41,341	41,344	60	41,404	2	0.0%	62	0.2%
Road Operations	49,608	51,291	-	51,291	1,683	3.4%	1,683	3.4%
Non-Program	16,242	16,070	428	16,498	(172)	-1.1%	256	1.6%
Boards & Agencies	9,551	10,031	-	10,031	480	5.0%	480	5.0%
Net Regional Impact	240,814	246,470	3,050	249,520	5,656	2.3%	8,706	3.6%
Assessment Growth							(4,094)	1.7%
Regional Levy Requirement	\$ 240,814	\$ 246,470	\$ 3,050	\$ 249,520	\$ 5,656	2.3%	\$ 4,612	1.9%

Schedule may not add due to rounding.

Included in the net operating expenditures shown above (except for Boards and Agencies) is the cost of Corporate Administration in order to present the full cost of program delivery. The following table summarizes the 2017 Corporate Administration cost by Division that has been allocated to the service delivery program areas. Of the \$65.8 million, \$46.7 million has been incorporated in the Tax-Supported Budget and \$19.1 million in the Rate-Supported Budget. The 2017 Budget related to Corporate Administration is discussed in detail later in the Tax Overview section.

Net Operating Budget for Corporate Administration									
Levy Requirement by Program									
\$000s	2016	2017			Change in Budget				
Divisions	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Budget		2017 Requested to 2016 Budget		
Financial Planning & Budgets	\$ 3,324	\$ 3,416	\$ -	\$ 3,416	\$ 92	2.8%	\$ 92	2.8%	
Financial, Purchasing & Payroll Services	4,952	5,068	-	5,068	115	2.3%	115	2.3%	
Information Technology	14,334	14,840	-	14,840	506	3.5%	506	3.5%	
Asset Management	18,752	19,956	228	20,184	1,205	6.4%	1,432	7.6%	
Legal Services	5,208	5,145	-	5,145	(63)	-1.2%	(63)	-1.2%	
Regional Clerks & Council Services	1,789	1,810	-	1,810	21	1.2%	21	1.2%	
Policy Integration & Communications	6,512	6,399	-	6,399	(114)	-1.7%	(114)	-1.7%	
Internal Audit	597	610	-	610	13	2.1%	13	2.1%	
Business Planning & Corporate Initiatives	1,847	1,800	-	1,800	(47)	-2.5%	(47)	-2.5%	
Human Resources	4,339	4,771	200	4,971	432	10.0%	632	14.6%	
Office of the Chair & Regional Council	1,577	1,588	-	1,588	11	0.7%	11	0.7%	
Total	\$ 63,233	\$ 65,404	\$ 428	\$ 65,831	\$ 2,170	3.4%	\$ 2,598	4.1%	

Schedule may not balance due to rounding.

2017 Tax Operating Budget By Cost Category

The following table summarizes the 2017 Budget by expenditure and revenue categories. The following table shows that total gross expenditures have increased by \$18.1 million (3.7%) to \$511.0 million. Subsidy and other program revenue are increasing by \$9.4 million (3.7%) to \$261.5 million, resulting in a net expenditures increase of \$8.7 million (3.6%) to \$249.5 million.

Total Tax Operating Budget Comparison by Category (excluding Halton Regional Police Services)									
\$000s	2016		2017			Change		Change	
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Budget		2017 Requested to 2016 Budget		
Personnel Services	\$ 163,544	\$ 166,876	\$ 2,165	\$ 169,042	\$ 3,332	2.0%	\$ 5,497	3.4%	
Materials & Supplies	17,800	17,702	368	18,069	(99)	-0.6%	269	1.5%	
Purchased Services	110,074	116,414	232	116,646	6,340	5.8%	6,572	6.0%	
Financial and Rent Expenses	9,527	9,518	-	9,518	(9)	-0.1%	(9)	-0.1%	
Grants & Assistance	93,079	99,058	1,449	100,507	5,979	6.4%	7,428	8.0%	
Total Direct Costs	394,025	409,568	4,213	413,782	15,543	3.9%	19,757	5.0%	
Allocated Charges / Recoveries	(6,643)	(6,461)	-	(6,461)	182	-2.7%	182	-2.7%	
Corporate Support Charges / Recoveries	(13,402)	(14,250)	-	(14,250)	(849)	6.3%	(849)	6.3%	
Transfers to Reserves-Operating	57,429	58,740	95	58,835	1,311	2.3%	1,406	2.4%	
Transfer from Reserves - Operating	(14,821)	(18,412)	(470)	(18,882)	(3,591)	24.2%	(4,061)	27.4%	
Gross Operating Expenditures	416,589	429,186	3,838	433,024	12,597	3.0%	16,435	3.9%	
Capital Expenditures	76,287	77,970	0	77,970	1,683	2.2%	1,683	2.2%	
Total Gross Expenditures	492,876	507,156	3,838	510,995	14,280	2.9%	18,118	3.7%	
Subsidy Revenue	(157,994)	(166,339)	(693)	(167,033)	(8,346)	5.3%	(9,039)	5.7%	
Other Revenue	(94,069)	(94,348)	(95)	(94,443)	(279)	0.3%	(374)	0.4%	
Total Revenue	(252,063)	(260,687)	(788)	(261,475)	(8,624)	3.4%	(9,412)	3.7%	
Net Program Expenditures	\$ 240,814	\$ 246,470	\$ 3,050	\$ 249,520	\$ 5,656	2.3%	\$ 8,706	3.6%	
Assessment Growth								1.7%	
Tax Impact								1.9%	

Schedule may not balance due to rounding.

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

Expenditures

Gross expenditures are increasing by \$18.1 million (3.7%) in the 2017 Tax-Supported Budget, attributable to the following key drivers:

Personnel Services - \$5.5 million increase

Personnel costs account for 33.1% of total gross expenditures for tax-supported services (excluding Police Services). As shown in the following table, compensation costs are proposed to increase by 3.4% or \$5.5 million in 2017 as a result of:

- 2.04% or \$3.3 million for base budget compensation increases, comprised of the following:
 - 1.56% or \$2.5 million increase to salary/wage budget based on a 1.5% increase to the non-union salary grid and anticipated increases in union agreements for 2017. Actual salary/wage increases for non-union staff are based on a pay-for-performance merit system.
 - 0.29% or \$482,000 increase to benefit costs, including a premium increase of 2.0% for extended health care and 2.0% for dental costs where personnel rates are further adjusted to represent the group's utilization experience.
 - 0.19% or \$314,000 increase resulting from in-year changes, overtime and other compensation pressures.
- 1.32% or \$2.2 million increase for additional 18.1 full-time equivalents (FTEs) as strategic investments in the 2017 Budget.

2017 Compensation Summary (Excluding Halton Regional Police Services)						
	2015	2016	2017			
	Compensation Budget	Compensation Budget	Compensation Inc/(Dec)	Strategic Investments	Compensation Budget	Change
Public Health Resources	\$ 2,477,550	\$ 2,482,800	\$ 412,620	\$ -	\$ 2,895,420	16.62%
Healthy Environments & Communicable Disease	8,052,520	8,105,530	161,810	-	8,267,340	2.00%
Healthy Families	9,528,500	9,672,370	108,220	-	9,780,590	1.12%
Clinical Health Services	6,624,400	6,911,490	33,220	85,000	7,029,710	1.71%
Paramedic Services	21,629,870	22,704,430	453,820	1,416,590	24,574,840	8.24%
Quality & Service Integration	2,347,730	2,346,480	39,250	-	2,385,730	1.67%
Children's Services	9,509,320	10,173,430	114,740	-	10,288,170	1.13%
Employment & Social Services	4,679,250	4,763,730	84,850	141,560	4,990,140	4.75%
Housing Services	2,600,230	2,790,020	43,540	-	2,833,560	1.56%
Halton Community Housing Corporation (HCHC)	2,532,140	2,482,670	58,470	-	2,541,140	2.36%
Services for Seniors	41,616,730	42,217,470	751,610	-	42,969,080	1.78%
Planning Services	5,399,260	5,820,860	120,260	103,380	6,044,500	3.84%
Economic Development	1,244,500	1,269,760	95,840	-	1,365,600	7.55%
Road Operations	1,020,360	1,397,680	32,150	-	1,429,830	2.30%
Waste Management	3,726,630	3,748,560	4,960	10,010	3,763,530	0.40%
Corporate Administration	34,154,550	35,338,910	804,860	408,770	36,552,540	3.43%
Office of the Chair & Regional Council	1,288,620	1,318,280	11,730	-	1,330,010	0.89%
Total	\$ 158,432,160	\$ 163,544,470	\$ 3,331,950	\$ 2,165,310	\$ 169,041,730	3.36%
Compensation Increase			2.04%	1.32%	3.36%	

Staff Complement

As shown in the following table, the additional staff complement proposed in the 2017 Tax-Supported Budget (excluding Police Services) as strategic investments is 18.1 FTEs or 1.08%.

2017 Complement Summary (Excluding Halton Regional Police Services)					
	2015	2016		2017	
	Budgeted Staff Complement	Budgeted Staff Complement	Total In-Year Adjustments	Strategic Investments	Budgeted Staff Complement
Public Health Resources	20.6	21.0	1.0	-	22.0
Healthy Environments & Communicable Disease	77.4	76.2	(0.1)	-	76.0
Healthy Families	95.0	95.4	(1.0)	-	94.4
Clinical Health Services	71.4	71.9	0.1	-	72.0
Paramedic Services	189.4	195.2	-	13.1	208.3
Quality & Service Integration	24.0	23.0	-	-	23.0
Children's Services	100.6	105.2	-	-	105.2
Employment & Social Services	49.9	49.9	-	2.0	51.9
Housing Services	27.0	28.0	-	-	28.0
Halton Community Housing Corporation (HCHC)	27.0	27.0	-	-	27.0
Services for Seniors	523.4	523.4	-	-	523.4
Planning Services	50.0	53.0	(1.0)	1.0	53.0
Economic Development	12.0	12.0	-	-	12.0
Road Operations	10.0	14.0	-	-	14.0
Waste Management	39.6	38.6	-	-	38.6
Corporate Administration	334.8	333.8	1.0	2.0	336.8
Office of the Chair & Regional Council	1.0	1.0	-	-	1.0
Total	1,653.1	1,668.5	0.0	18.1	1,686.6
Staff Increase			0.00%	1.08%	1.08%

In-Year Changes:

Public Health Resources - Transfer from Clinical Health Services	1.0
Healthy Environments & Communicable Disease - Transfer 0.1 FTE to Clinical Health Services & 0.05 FTE to Healthy Families	(0.1)
Healthy Families - Transfer 1.0 FTE to Clinical Health Services & 0.05 FTE from Healthy Environments & Communicable Disease	(1.0)
Clinical Health Services - Transfer 1.0 FTE to Public Health Resources, 1.0 FTE from Healthy Families, & 0.1 FTE from Healthy Environments & Communicable Disease	0.1
Planning Services - Transfer 1 FTE to Corporate Administration (excluding HCHC)	(1.0)
Corporate Administration - Transfer 1 FTE from Planning Services	1.0

Total FTE

-

Materials and Supplies - \$270,000 increase

- \$406,000 increase in hydro to reflect actual trends and growth in traffic signals and street lighting, and Corporate Facilities
- \$265,000 increase for IT mobile strategy (strategic investment)
- \$115,000 increase in Services for Seniors for food supplies
- \$90,000 increase in SCADA lines and Bell telephone and data line maintenance costs
- \$60,000 increase for museum exhibit development as part of the implementation of the Museum Master Plan (LPS62-14)
- \$58,000 increase in Paramedics for uniforms and equipment (strategic investment)
- \$50,000 increase in Clinical Health Services for secure filing cabinet equipment for sexual health clinics
- \$24,000 increase to implement the Biodiversity Strategy for the Halton Regional Forests based on increased revenue (strategic investment)
- \$22,000 increase in medical supplies based on actual trends
- (\$49,000) decrease for natural gas, regular gas and diesel based on actual trends
- (\$800,000) reduction in Waste Management for one-time purchase of wheeled carts for Commercial and Business Improvement Areas (PW-18-15 re: Wheeled Cart Collection Service for Commercial and Business Improvement Areas)

Purchased Services - \$6.6 million increase

- \$4.5 million increase in road resurfacing program as planned in the 10-year forecast
- \$409,000 increase in road maintenance contracts with the Local Municipalities and Regional contracts (\$559,000) offset by savings in Red Light Camera program based on renewed contract (\$150,000)
- \$400,000 one-time increase for Housing Providers Building Condition Assessments
- \$234,000 increase for Housing programs based on provincial funding (SHIP, IAH-SIF, SDV-PHB) (SS-25-16)
- \$219,000 increase in IT for equipment and software maintenance, Learning Management System, and computing services
- \$146,000 increase to implement the Biodiversity Strategy for the Halton Regional Forests based on increased revenue (strategic investment)
- \$132,000 one-time increase for service planning for the Ontario Early Years Child and Family Centres (OEYCFC)
- \$130,000 increase for Newcomer Strategy contract extension
- \$128,000 increase for Municipal Property Assessment Corporation (MPAC) fees
- \$114,000 increase in the CHPI funding allocation based on 2016 funding announcement
- \$109,000 increase in Waste Management collection and disposal contract costs
- \$91,000 increase in Asset Management for generators maintenance (\$42,000) and for administration of SHIP (\$49,000) based on provincial funding
- \$88,000 increase in Services for Seniors for implementation of the final phase of wage enhancement of the Personal Support Services (PSSs)
- \$50,000 increase for Sunday Landfill Opening (PW-40-16 re: Feasibility Study for the Halton Waste Management Site Sunday Opening Pilot Project) (strategic investment)
- \$35,000 increase for IT mobile strategy (strategic investment)
- (\$45,000) reduction for one-time funding for the Social Housing System (IHS)
- (\$102,000) savings in the Geospatial Mapping Data program based on revised contract
- (\$121,000) decrease in insurance deductibles based on actual trends
- (\$128,000) decrease in Children's Services due to conclusion of Wage Enhancement Grant (WEG) Administration funding
- (\$302,000) decrease in advertising costs to reflect actual trends
- (\$565,000) removal of one-time funding for Dedicated Offload Nursing (\$30,000 of the \$595,000 one-time funding provided in 2016 has been retained to provide funding to March 2017)

Rents and Financial Expenses - \$9,000 decrease

- \$29,200 increase in property rental for Employment Halton, Newcomer Strategy, OW Milton office, Acton Clinic and Milton Community Resource Centre
- (\$40,000) reduction in equipment rentals/lease expenses

Grants and Assistance - \$7.4 million increase

- \$4.4 million increase in Housing for the SHIP (\$3.3 million), IAH-E (\$488,000), SDV-PHB (\$412,000) and IAH-SIF (\$234,000) (SS-25-16)
- \$689,000 increase for OSCR (SS-20-16 re: Oakville Senior Citizens Residence Governance Agreement) (strategic investment)
- \$677,000 increase for OW related to caseload and benefit rate increase
- \$600,000 increase for HRCIF (strategic investment)
- \$480,000 additional funding for the Conservation Authorities
- \$475,000 increase in the CHPI based on the 2016 funding announcement
- \$410,000 increase for Social Housing Providers based on Ministry mandated cost factors and a reduction in the federal block funding
- \$293,000 increase in Housing for HPS Enhancement resulting from 2 years of extra federal funding
- \$149,000 increase in Employment & Social Services for Employment Benefits, Canada Ontario Job Grant and Employment Ontario
- \$85,000 increase to support the community research position for the OKN (strategic investment)
- \$75,000 increase to fund the Regional Program for CIPs (LPS94-16 re: Regional Program For Community Improvement Plans) (strategic investment)
- (\$79,000) decrease in Children's Services due to conclusion of Capital Retrofit program
- (\$356,000) removal of one time capital funding for OSCR
- (\$400,000) decrease in Children's Services due to conclusion of WEG Administration funding

Allocated Charges/Recoveries - \$182,000 decrease

- \$182,000 decrease in recoveries from the Rate-Supported Budget related mainly to IT support costs and movement of advertising costs to corporate support charges

Corporate Support Charges/Recoveries - \$849,000 increase

- Increased recoveries from rate-supported programs primarily due to the centralization of the training/development program into Human Resources and the movement of advertising costs from allocated charges

Transfers to Reserves - Operating - \$1.4 million increase

- \$1,000,000 increase for road resurfacing program based on a 10-year financing plan
- \$300,000 increase in Retiree Benefit funding to bring reserve closer to target balance
- \$40,000 increase for Credit Valley Conservation Emerald Ash Borer program financing
- \$38,000 increase to transfer additional provincial IAH-E funding

Transfers from Reserves - Operating - \$4.1 million increase

- \$4.5 million increase to fund an increase in the 2017 road resurfacing program as planned in the 10-year forecast
- \$400,000 one-time increase for Housing Providers Building Condition Assessments
- \$300,000 increase for IT mobile strategy (strategic investment)
- \$170,000 increase to implement the Biodiversity Strategy for the Halton Regional Forests based on increased revenue (strategic investment)
- \$50,000 one-time increase in Clinical Health Services for secure filing cabinet equipment for sexual health clinics
- (\$131,000) removal of one-time funding for Landfill Sunday Opening Pilot Project
- (\$356,000) removal of one-time capital funding for OSCR
- (\$565,000) removal of one-time funding for Dedicated Offload Nursing
- (\$800,000) removal of one-time funding in Waste Management for new wheeled carts for Commercial and Business Improvement Areas

Capital Expenditures - \$1.7 million increase

- \$1.0 million increase for the Burlington Beach, Burloak and Bronte Harbour Waterfront Master Plans implementation and ROP implementation
- \$289,000 increase to finance the purchase of power stretchers and new/replacement vehicles for Paramedic Services
- \$193,000 increase to support corporate and program specific IT projects
- \$89,000 increase to fund the Regional facility state-of-good-repair capital program
- \$50,000 increase to fund equipment replacement needs at the Long-term Care facilities
- \$36,000 increase to fund the Credit Valley Conservation Emerald Ash Borer program

Revenues

The \$511.0 million gross expenditures in the Tax Budget are funded from various sources as shown in the table below. In the 2017 Tax-Supported Budget, 49% of the gross expenditures are funded from property taxes. The other 51% of the funding comes from provincial and federal subsidies, user fees, investment income and supplementary taxes.

Tax Gross Operating Revenues by Funding Source				
\$000s	2017		2016	
	\$	% of Total	\$	% of Total
Property Tax Revenue	\$ 249,520	49%	\$ 240,814	49%
Provincial Subsidies	160,362	31%	151,672	31%
Investment Income	51,383	10%	51,383	10%
Program & Other Revenue	35,460	7%	35,086	7%
Supplementary Taxes	7,600	2%	7,600	2%
Federal Subsidies	6,670	1%	6,322	1%
Total Revenue	\$ 510,995	100%	\$ 492,876	100%

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

Tax Gross Operating Revenues By Funding Source				
\$000s	2017	2016	Change in Budget	
Property Tax Revenue	\$ 249,520	\$ 240,814	\$ 8,706	3.6%
Provincial Subsidies	160,362	151,672	8,690	5.7%
Investment Income	51,383	51,383	-	0.0%
Program & Other Revenue	35,460	35,086	374	1.1%
Supplementary Taxes	7,600	7,600	-	0.0%
Federal Subsidies	6,670	6,322	349	5.5%
Total Revenue	\$ 510,995	\$ 492,876	\$ 18,118	3.7%

Overall, for the 2017 Budget, revenues are expected to increase by \$18.1 million or 3.7%. This includes an \$8.7 million increase in property taxes (including a property tax increase of 1.9% and assessment growth of 1.7%), an \$8.7 million increase in provincial subsidies, an additional \$374,000 in program fees and other revenues, a \$349,000 increase in federal subsidies and no change in investment income and supplementary taxes as discussed below.

Provincial Subsidies - \$8.7 million increase

Many of the Health and Social Services programs are cost-shared with senior levels of government. In total, \$160.4 million of provincial subsidies are included in the 2017 Tax Budget. The following table outlines the subsidy by program.

Provincial Subsidy Revenue By Program				
\$000s	2016	2017	Change in Budget	
Public Health Resources	\$ 2,586	\$ 2,541	\$ (44)	-1.7%
Healthy Environments & Communicable Disease	7,332	7,219	(113)	-1.5%
Healthy Families	7,830	7,716	(114)	-1.5%
Clinical Health Services	6,168	6,519	350	5.7%
Paramedic Services	16,087	17,104	1,017	6.3%
Children's Services	46,155	46,221	66	0.1%
Employment & Social Services	20,334	21,720	1,386	6.8%
Housing Services	11,503	16,894	5,391	46.9%
Services for Seniors	33,427	34,129	702	2.1%
Road Operations	100	100	-	0.0%
Economic Development	95	143	48	50.8%
Heritage Services	55	56	1	1.0%
Total	\$ 151,672	\$ 160,362	\$ 8,690	5.7%

The key drivers for the \$8.7 million increase in provincial subsidy are:

- \$5.4 million increase in Housing including the SHIP (\$3.4 million), IAH-SIF (\$500,000) and SDV-PHB (\$464,000) as outlined in Report No. SS-25-16, as well as an increase in IAH-E (\$529,000) and CHPI (\$569,000) based on the 2016 funding, offset by a \$47,000 reduction in the Social Housing federal block funding
- \$1.4 million increase in Employment & Social Services mainly due to OW Benefit upload savings (\$496,000), caseload increase (\$454,000), benefit rate increase (\$156,000) and OW cost of administration (\$171,000)
- \$1.0 million increase in Paramedic Services to support program growth (\$323,000) and a strategic investment for 11.6 Paramedics and 1.5 Logistics Officers (\$693,000) based on the Province's funding formula
- \$702,000 increase in Services for Seniors for change in Case Mix Index, per diem funding inflationary increases and final phase of wage enhancement of the PSSs
- \$79,000 net increase in Public Health and NHMHC subsidies, mainly driven by the increases in HSO (\$422,000) and Vector Borne Diseases (\$9,000) offset by reductions in Mandatory Programs (\$344,000) (MO-36-16) and Smoke Free Ontario Enforcement (\$10,000). The subsidy impact has been distributed among the Public Health divisions to reflect the provincial direction as discussed in MO-36-16.
- \$66,000 net increase in Children's Services as a result of an anticipated increase in Ministry of Education (EDU) fee subsidy (\$500,000), one-time increase for OEYCFC service planning (\$132,000), and an increase for Data Analysis Coordinator program (\$43,000), offset by the conclusion of WEG administrative program (\$529,000) and Capital Retrofits program (\$79,000)

- \$48,000 increase in Economic Development primarily from Ontario Ministry of Economic Development and Growth for Small Business Centre, Starter Company Youth Entrepreneurship Program (expires March 31, 2017) and Summer Company Youth Entrepreneurship program.
- \$1,000 increase in Heritage Service for inflationary increase from the Ministry of Culture.

Investment Income

The 2017 Budget continues to include \$55 million of investment income as a source of revenue. \$43.2 million of this revenue will be used to finance the Region's State-of-Good-Repair capital programs and the remaining \$11.8 million used to support the rate and tax-supported operating programs. As discussed in FN-27-16 (re: Investment Performance to August 31, 2016), it has been increasingly challenging to achieve the target investment earnings from the interest revenues alone due to continued low yields in the market. The target budget has been achieved though capital gains that have materialized as a result of the Region's active investment portfolio management. While the Region benefits from capital gains from the investment portfolio, these revenues are one-time in nature and do not form part of the annual Operating Budget. Staff will continue to monitor investment earnings to determine whether any adjustment is required in future budgets.

Program Fees and Other Revenues - \$374,000 increase

The program-specific fees and charges are anticipated to be \$35.5 million in 2017, a \$374,000 increase. Fees are reviewed annually and adjusted as appropriate to reflect changes in quantities, inflation and other cost adjustments. The following table details the fees and other revenues (excluding Police Services) by major program. The most significant user fee revenues of \$13.8 million are those received from the residents of the Region's Long-term Care facilities.

Tax Program Fees & Other Revenues				
\$000s	2016	2017	Change in Budget	
Public Health Resources	\$ 12	\$ 12	\$ -	0.0%
Healthy Environments & Communicable Disease	56	57	1	0.9%
Clinical Health Services	156	79	(77)	-49.6%
Paramedic Services	10.6	10.9	0.3	2.8%
Children's Services	746	816	71	9.5%
Employment & Social Services	849	886	36	4.3%
Housing Services	1,758	1,826	68	3.9%
Services for Seniors	13,612	13,764	151	1.1%
Planning	1,122	1,205	82	7.3%
Economic Development	52	30	(22)	-42.3%
Waste Management	7,123	6,954	(169)	-2.4%
Road Operations	243	265	22	9.0%
Non Program	5,789	6,035	246	4.3%
Finance	920	950	29	3.2%
Legislative & Planning Services	2,617	2,552	(65)	-2.5%
CAO's Office	18	18	-	0.0%
Total	\$ 35,086	\$ 35,460	\$ 374	1.1%

The key drivers of the \$374,000 increase in program fees and other revenues are:

- \$246,000 increase in Non-Program mainly driven by higher Payment-in-Lieu of Taxes (\$350,000), offset by lower Railway Right-of-Way (\$100,000) to reflect actual revenue trends
- \$151,000 increase in Services for Seniors for basic and preferred resident accommodation revenue
- \$82,000 increase in Planning mainly due to increased revenues from renewed agreement with Dufferin Aggregates
- \$71,000 increase in Children's Services for Cross Jurisdictional Child Care Fees and Regional Child Care Centre Fees
- \$68,000 increase in Housing for Halton Community Housing Corporation (HCHC) administration fees
- \$36,000 increase in Employment & Social Services for OW repayments and reimbursements
- \$29,000 increase in Finance mainly driven by higher GST refund to reflect actual refunds received
- \$22,000 increase in Roads Operations mainly related to program revenue (e.g., permit fees, property damage recovery)
- \$1,000 increase in Healthy Environments & Communicable Disease due to inflationary increase
- (\$22,000) reduction in Economic Development to reflect discontinued fees for charging the tourism industry participants for Pumpkins to Pastries Trail
- (\$65,000) reduction in Asset Management Service mainly due to decreased recoveries from HCHC to reflect revised program support
- (\$77,000) reduction in Clinical Health Services primarily due to realignment of dental services (MO-22-16 re: Oral Health Program Realignment and Updates)
- (\$169,000) net reduction in Waste Management mainly due to decrease in Waste Division Ontario (WDO) blue box revenue based on Regional net costs and decreased tonnages for Waste Electrical and Electronic Equipment

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

Supplementary Taxes

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 MPAC and the level of growth within each of the Local Municipalities. For these reasons many municipalities choose not to budget or budget conservatively for supplementary tax revenue as a recurring source of revenue. Between 2000 and 2008 when growth was higher, the Region began to increase the budget for supplementary tax revenue to \$8.6 million. However, through the 2014 and 2015 budget processes, the supplementary tax budget was reduced to \$8.1 million and to \$7.6 million, respectively as the amount of supplementary taxes received by the Region has been declining since 2011. The 2017 Budget continues to incorporate the \$7.6 million for supplementary tax revenue. Staff will continue to monitor supplementary taxes to determine whether any further adjustment needs to be made in future budgets.

Federal Subsidy - \$349,000 increase

The 2017 Tax-Supported Budget includes \$6.7 million of federal subsidy.

Federal Subsidy Revenue by Tax Supported Program				
\$000s	2016	2017	Change in Budget	
Healthy Families	\$ 90	\$ 90	\$ -	0.0%
Employment & Social Services	54	176	123	229.1%
Housing Services	335	627	293	87.5%
Economic Development	67	-	(67)	0.0%
Heritage Services	6	6	-	0.0%
Non Program (Gas Tax)	5,770	5,770	-	0.0%
Total	\$ 6,322	\$ 6,670	\$ 349	5.5%

The key drivers for the \$349,000 increase in federal subsidy are:

- \$293,000 increase in Housing for HPS Enhancement resulting from 2 years of extra federal funding
- \$123,000 increase Employment & Social Services for Newcomer Strategy
- (\$67,000) decrease in Economic Development for foreign direct investment funding from Invest Canada - Community Initiatives (ICCI)

In addition, the Region is expected to receive a total of \$15.3 million in Gas Tax funding in 2017, which aligns with the same level of funding received in 2016 in accordance with the renewed Gas Tax Agreement (FN-21-14 re: Renewed Federal Gas Tax Agreement). Of the total \$15.3 million, \$9.5 million will continue to be applied to the Rate-Supported Budget to help fund the Water and Wastewater State-of-Good-Repair capital program. The remaining \$5.8 million will be applied to the Transportation capital (\$4.7 million) and road resurfacing programs (\$1.1 million) in the Tax-Supported Budget.

2017 Strategic Investments

The 2017 Budget and Business Plan includes proposed strategic investments for several new initiatives as set out below. Additional information related to these initiatives is in the Tax Budget Details section of this document.

Recommended 2017 Tax Supported Strategic Investments							
Dept	Division	Title	FTE	Gross Impact	Reserve Financing	Revenue	Tax Impact
HLT	Paramedic Services	Paramedic Services - Paramedics	11.6	\$ 1,335,520	\$ -	\$ (627,694)	\$ 707,826
HLT	Paramedic Services	Paramedic Services - Logistics Officers	1.5	139,414	-	(65,525)	73,889
HLT	Clinical Health Services	Immunization Services - Additional Nursing Hours	-	85,000	-	-	85,000
SCS	Employment & Social Services	Program Assistants	2.0	141,560	-	-	141,560
SCS	Quality & Service Integration	HRCIF Enhancement	-	600,000	-	-	600,000
SCS	Housing Services	Oakville Senior Citizen's Residence	-	688,715	-	-	688,715
SCS	Children's Services	Our Kids Network Research	-	85,000	-	-	85,000
PW	Waste Management	Landfill Sunday Opening	-	60,000	-	-	60,000
LPS	Planning Services	Regional Community Improvement Plans	-	75,000	-	-	75,000
LPS	Planning Services	Biodiversity Strategy - Regional Forest	-	170,000	(170,000)	-	-
LPS	Planning Services	Intermediate Planner - Intensification	1.0	105,550	-	-	105,550
LPS	Asset Management	Project Manager 1	1.0	114,900	-	-	114,900
LPS	Asset Management	Asset Reliability Coordinator	1.0	112,704	-	-	112,704
CAO	Human Resources	Internship and Apprentice Program	-	200,000	-	-	200,000
FN	Information Technology	IT Mobile Strategy	-	300,000	(300,000)	-	-
Tax Total			18.1	\$ 4,213,363	\$ (470,000)	\$ (693,219)	\$ 3,050,144

- **Paramedics - \$1,336,000** Additional staffing of 11.6 FTE Paramedics (5.8 FTE Advanced Care Paramedics and 5.8 FTE Primary Care Paramedics) will provide an additional 24 hours per day, 7 days a week staffing for the new East Milton station in 2017 to maintain response times. This additional staffing is intended to address system pressures related to increased call volume, maintenance of response times to life threatening emergency calls, population and employment growth, an aging population, hospital off load delays, paramedic workload (including missed meal breaks) and is based on recommendations contained in the approved Paramedic Services Master Plan (MO-14-15). These costs are anticipated to be offset by \$628,000 in additional subsidy for a net tax impact of \$708,000.
- **Paramedic Services, Logistics Officers - \$139,000** The logistics program is responsible for the procurement, warehousing, tracking and distribution of over 4,000 items required to support operations at Halton's 12 paramedic response stations. This includes medications, medical supplies, medical equipment, oxygen, linen, uniforms and vehicles. An additional 1.5 FTE will provide increased capacity to address program pressures as recommended in the Paramedic Services Master Plan (MO-14-15). The additional staff will allow the logistics program to extend staffing to evenings and weekends to better support 24/7 operations. The cost of the additional paramedic staff are expected to be offset by \$65,000 of additional subsidy for a net tax impact of \$74,000.
- **Immunization Services, Additional Nursing Hours - \$85,000** The enforcement of the *Immunization of School Pupils Act* (ISPA) in 2015/2016 required an increase of over 1,500 nursing hours to provide school and community immunization clinics compared to the previous year. Future years are expected to require even more support since the first year of enforcement only included the 16/17 year old group. The immunization team will be doubling the target group when fully implementing the program which will include 7/8 year olds in addition to the 16/17 year olds. The increased costs related to enforcement of ISPA has been managed to date through one-time funding approvals from the MOHLTC and favourable variances. This is not a sustainable strategy to support an ongoing base budget pressure. This investment will be used to increase funding for the casual pool of registered nurses needed to run the increasing number of required school and community immunization clinics. There is no subsidy budgeted given the provincial direction to freeze Halton's Public Health subsidy. This will be reviewed in future years as immunization is a core service.
- **Employment & Social Services, Program Assistants - \$142,000** Two (2) Integrated Program Assistants FTEs are needed to support the clients, staff and programs operating out of the Burlington OW office and the Employment Halton office. As of July 31, 2016, the Burlington office handled 793 OW cases, a 4% increase over the 2015 average monthly caseload, and Employment Halton staff provided individual support for 378 job seekers and 266 employers. Temporary staff are currently performing these duties, while alternatives are being evaluated. This is not sustainable given the consistent demands and resources required in the program.
- **Halton Region Community Investment Fund (HRCIF) Enhancement - \$600,000** The HRCIF provides funding to non-profit human service programs that support the health and wellbeing of Halton residents. This funding will increase the current approved budget of \$1.4 million to \$2.0 million. An increase to the HRCIF will enhance the capacity of the HRCIF to address increased demand, solidify funding for existing food security programs and respond to needs that emerge through community safety and wellbeing planning. The importance of the HRCIF was recognized in the 2013-2016 and 2015-2018 Action Plans. The fund has increased from \$0.7 million in 2013 to a recommended \$2.0 million in 2017.

- **Oakville Senior Citizen's Residence (OSCR) - \$689,000** Regional Council's approval to clarify the governance responsibilities of OSCR and HCHC and establish it as a stand-alone housing provider under Halton's administration was attained through Report SS-20-16. This investment will clearly establish governance responsibilities and accountability, and provide OSCR with the necessary base capital and operating budget to operationalize the new arrangement effective January 1, 2017. The funding requirement of \$623,000 estimated in SS-20-16 has been revised to \$688,715 based on the annual cost factors for 2017 mandated by the MHO. Annual changes to OSCR's future budget will be determined solely in accordance with provincially prescribed cost factors. This new arrangement with OSCR is consistent with how all other housing providers under Halton's administration are funded.
- **Our Kids Network (OKN) Research - \$85,000** OKN is a recognized leader in Ontario in providing meaningful and useable data on the strengths and challenges of Halton's children and families. OKN currently holds one of the largest repositories of neighbourhood-level data in the Region. This investment will increase the current Regional funding for OKN to \$385,000 and will be used to support research and provide a platform for open data that benefits the whole community.
- **Landfill Sunday Opening - \$60,000** Following a successful pilot program run in 2016, Council approved through PW-40-16 the landfill Sunday operation during the months of May and June, 2017 from 8:00 a.m. to 12:00 p.m. This will provide increased customer service allowing a greater time period for residents to dispose of their waste materials throughout the week, distributing traffic more evenly and decreasing the wait times on Saturdays and Monday mornings. The \$60,000 investment will be used to provide the necessary staff resources and operational costs to accommodate the Sunday opening.
- **Regional Program for Community Improvement Plans (CIPs) - \$75,000** A CIP is a *Planning Act* tool that permits municipalities to designate Community Improvement Project Areas and establish financial incentive programs for the purpose of promoting rehabilitation and redevelopment in these Project Areas. The Regional Program for CIPs has been developed as a framework for implementing the policies of the ROP related to intensification, assisted housing, agriculture and cultural heritage resources. Through the program, the Region will provide grants to Local Municipalities in response to applications to their CIP programs provided that these applications meet the program guidelines and assist in implementing the ROP policies. The Region's Chief Planning Official would be responsible for administering the program and reporting to Council on an annual basis.
- **Forestry, Biodiversity Strategy - \$170,000** Biodiversity is key to maintaining the function and integrity of the Regional Natural Heritage System (RNHS) and contributes to increasing the certainty that biological diversity and ecological functions will be preserved and enhanced for future generations. As set out in Report LPS37-14 (re: 75th Anniversary of the Halton Regional Forests), implementation of the biodiversity strategy will allow Halton to be a leader in enhancing, maintaining, and promoting biodiversity in Ontario. In implementing the Biodiversity Strategy for the Regional Forest, additional costs are required to enhance monitoring, research and control activities associated with the biological and ecological environments within the Regional Forests. The additional costs required to implement the Biodiversity Strategy will be fully funded over the 10-year forecast period by the revenues collected from a renewed agreement with Dufferin Aggregates.
- **Intermediate Planner, Intensification - \$106,000** The ROP contains a growth management strategy that requires Local Municipalities to prepare detailed policies and develop tools to support development and redevelopment of existing and new intensification areas and corridors where a significant portion of the Places to Grow population and employment growth will occur. The ROP considers intensification and development of intensification areas to be the highest priority of urban development and recognizes the Region's role in working with Local Municipalities to achieve this objective. To give effect to these policies, a new Intermediate Planner is needed at an estimated cost of \$106,000 to support the development, implementation and monitoring of the Region's strategic priorities and planning policy objectives related to intensification, redevelopment and growth management. This position will also be an important resource to support the policy development, defense and implementation of the Region's 5-Year Official Plan review.

- **Project Manager - \$115,000** FD&D has seen a significant increase in demand for service. Currently Asset Management Project Managers are working above capacity to deliver identified Asset Management capital program requirements. Significant projects include the HRPS Head Quarters, Halton Regional Centre Site Redevelopment and Optimization Project, Paramedic Head Quarters, HRPS 1 District Facility, 3 Paramedic Stations, as well as the ongoing State-of-Good-Repair capital program focusing on Corporate facilities. Capital replacement requirements continue to grow as building components age and as new assets are added to the Region's portfolio. In order to maintain service levels and ensure state-of-good-repair of Corporate facilities, a Project Manager is required at a cost of \$115,000 to help address the rising program pressures.
- **Asset Reliability Coordinator - \$113,000** As a result of the Regional Asset Management Plan, Long-term Capital & Financial Strategies for Social Housing Providers, and the implementation of the CHS, the demand on asset reliability/building sciences support has continued to increase. New programs such as the purchase of condominiums and existing private housing units under the CHS, growth in corporate facilities through the accommodation plan, and growing need for technical consultative services are creating pressures within Asset Reliability to support the management of these programs while supporting the ongoing Corporate life cycle programs. An Asset Reliability Coordinator, at an estimated cost of \$113,000, will help address the growing service demand pressures, maintain service levels for departmental customers, and assist in the development of long-term capital spending and implementation plans.
- **Internship and Apprentice Program - \$200,000** Human resource planning has been identified as a priority to respond to the changing demographics in the workplace as the baby boomers retire. Through the 2016 Budget, the Region invested \$550,000 to launch a new Internship/Apprenticeship program that provides paid, temporary employment opportunities to new graduates and apprentices to address workload issues in the Departments. The program introduced young talent to the public sector, the municipal sector, and the Region while, at the same time, providing valuable resources to meet the demands for the Region's programs. Although this is a new program, it has been a success as measured from the input of the Departments and the interns themselves. There is a high demand for these resources in all Departments and an interest in expanding to multi-year internships required in some professional fields. The additional \$200,000 will provide sufficient resources for approximately 4 additional interns/apprentice positions which will bring the total sustained in the program to 16.
- **Information Technology (IT) Mobile Strategy- \$300,000** The consumerization of mobile devices such as smartphones and tablets has accelerated availability, choice and expectations of the government's ability to provide services to citizens and staff through these devices. The promise of enhanced productivity and efficiency through decreased travel time, approval times, accuracy and time to service fulfillment by providing the right information at the right time at the right location with mobile devices is what is driving the demand for more devices and applications in the field and in the office. Connecting people and services is one of Halton Region's strategic priorities. More people are accessing Halton Region's services through mobile devices than the traditional desktop computers. The IT Mobile Strategy contributes to connecting people and services. As part of the implementation of the Region's IT Mobile Strategy, staff will investigate and implement mobile technology options at an estimated cost of \$300,000 in 2017 to best facilitate the program requirements and delivery (such as service delivery by community-based staff in the Health Department and Long-term Care). There will be an operating impact beginning in 2018 as the additional mobile devices will require air time cards and support-related costs.

10-Year Tax Operating Budget Forecast

The 2017 10-Year Operating Forecast for tax-supported services has been prepared to reflect updated assumptions for revenues and program costs. The forecast is largely consistent with that prepared as part of the 2016 Budget, and was prepared based on the following key assumptions:

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

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

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

The 2017 Budget continues to update and implement a number of strategic investments and financial plans approved by Council in prior years, which will also impact the forecast. These include the following:

- Waterfront Master Plans (LPS13-14, LPS54-15),
- Active Transportation Master Plan (PW-17-15),
- Paramedic Services Master Plan (MO-14-15),
- Regional Accommodation Plan (LPS112-15),
- Museum Master Plan (LSP62-14),
- Solid Waste Management Strategy (PW-19-11 re: Solid Waste Management Strategy – Draft),
- Comprehensive Housing Strategy (SS-21-13 re: Approval of Comprehensive Housing Strategy (2014-2024)), and
- Halton's Early Learning and Child Care Plan 2012-2015.

The following table sets out the 10-Year Operating Forecast for tax-supported services. The tax forecast has been prepared based on current financing plans approved by Council to maintain existing levels of service. The financing plans will be further refined through the annual budget process to achieve tax increases at or below the rate of inflation for Regional services, consistent with Council priorities. The increases in the Police Services budget forecast range from 3.7% to 4.1% before assessment growth.

Ten Year Operating Budget Forecast For Tax Supported Services										
\$000s	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Public Health Resources	\$ 2,250	\$ 2,292	\$ 2,337	\$ 2,385	\$ 2,470	\$ 2,552	\$ 2,628	\$ 2,710	\$ 2,794	\$ 2,880
Healthy Environments & Communicable Disease	5,192	5,345	5,486	5,635	5,786	5,930	6,081	6,244	6,416	6,594
Healthy Families	5,946	6,115	6,271	6,435	6,608	6,773	6,944	7,129	7,324	7,525
Clinical Health Services	4,113	4,243	4,368	4,499	4,630	4,755	4,879	5,013	5,153	5,298
Paramedic Services	18,594	19,877	21,726	22,660	23,317	24,669	25,459	26,935	27,770	28,631
Quality & Service Integration	6,334	6,467	6,603	6,742	6,884	7,035	7,190	7,348	7,510	7,682
Children's Services	11,366	11,627	11,887	12,145	12,409	12,681	12,963	13,244	13,542	13,839
Employment & Social Services	6,557	6,738	6,942	7,149	7,361	7,575	7,797	8,035	8,267	8,507
Housing Services	37,114	37,420	38,426	39,444	40,593	41,540	42,598	43,677	44,781	45,900
Services for Seniors	18,079	18,718	19,353	20,018	20,722	21,429	22,163	22,935	23,745	24,576
Planning	12,182	14,466	15,251	17,159	17,606	17,621	18,083	18,564	19,063	19,577
Economic Development	2,571	2,658	2,746	2,837	2,933	3,030	3,130	3,233	3,343	3,457
Waste Management	41,404	42,443	43,891	45,220	46,808	48,393	50,009	51,675	53,403	55,165
Road Operations	51,291	52,727	54,994	56,974	59,196	62,215	65,388	68,723	72,159	75,767
Non-Program & Financial Transactions	16,498	17,347	17,656	18,129	20,107	21,932	23,560	24,562	26,733	28,554
Boards & Agencies	10,031	10,695	11,088	11,952	12,612	13,117	13,533	13,961	14,349	14,800
Region:										
Net Expenditures	\$ 249,520	\$ 259,179	\$ 269,024	\$ 279,384	\$ 290,042	\$ 301,247	\$ 312,406	\$ 323,990	\$ 336,351	\$ 348,753
Tax Impact (after assessment)	1.9%	2.3%	2.3%	2.3%	2.3%	2.3%	2.2%	2.2%	2.3%	2.2%
Halton Regional Police Service:										
Net Expenditures	\$ 144,940	\$ 150,359	\$ 156,609	\$ 162,643	\$ 168,845					
Tax Impact (after assessment)	2.0%	2.2%	2.6%	2.3%	2.3%					
Region Including Police:										
Net Expenditures	\$ 394,460	\$ 409,539	\$ 425,633	\$ 442,026	\$ 458,887					
Tax Impact (after assessment)	1.9%	2.3%	2.4%	2.3%	2.3%					
Assessment Growth Assumption	1.7%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%

Tax Budget Forecast as projected in the 2016 Budget										
Regional Tax Impact (after assessment)	2.1%	2.3%	2.3%	2.2%	2.3%	2.3%	2.2%	2.2%	2.2%	2.2%



Tax Capital Budget and Forecast Overview

The table below provides a summary of the 2017 10-year tax capital program, including the Police capital program. The 10-year total is \$1.9 billion, with \$118.6 million allocated for 2017. Of the 2017 provision of \$118.6 million, \$108.5 million relates to the Regional program and \$10.1 million to the Police program. As noted earlier, the capital projects related to the 2012 Allocation Program have moved into an implementation stage. As such, the capital program in 2017 is relatively smaller than subsequent years in the forecast period.

2017 Capital Budget & Forecast											
Summary of Tax Capital Budget & Financing (\$000s)											
	Gross Cost	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Program Expenditures											
Transportation	\$ 1,493,930	\$ 70,914	\$ 347,951	\$ 127,113	\$ 148,482	\$ 96,656	\$ 131,657	\$ 93,658	\$ 165,918	\$ 198,267	\$ 113,314
Planning	182,512	22,384	28,704	14,412	27,852	11,560	13,250	12,260	14,880	13,860	23,350
Waste Management	41,300	1,887	1,861	10,575	951	16,789	2,263	1,629	640	3,461	1,244
Asset Management	72,006	6,030	6,053	31,187	5,762	3,764	3,994	4,105	3,241	4,335	3,535
Information Technology	41,067	3,977	4,150	3,176	3,900	4,481	3,782	4,430	4,235	4,531	4,406
Paramedic Services	24,818	2,368	2,921	1,698	1,523	1,967	1,832	2,398	4,720	3,098	2,293
Services for Seniors	6,500	650	650	650	650	650	650	650	650	650	650
Financial Planning & Budgets	4,678	305	305	305	814	610	305	305	305	814	610
Public Health	2,049	-	513	331	168	345	110	122	227	110	123
Children's Services	500	50	50	50	50	50	50	50	50	50	50
Police	71,983	10,056	26,023	7,777	4,767	4,166	3,698	3,705	4,228	3,927	3,638
Total	\$ 1,941,344	\$ 118,621	\$ 419,182	\$ 197,273	\$ 194,919	\$ 141,037	\$ 161,590	\$ 123,311	\$ 199,094	\$ 233,103	\$ 153,213
Financing											
Tax Reserves	\$ 1,117,809	\$ 72,101	\$ 221,672	\$ 128,312	\$ 124,274	\$ 91,111	\$ 90,137	\$ 69,547	\$ 109,115	\$ 124,373	\$ 87,165
Rate Reserves	11,034	1,090	280	7,021	179	687	474	465	181	274	382
Dev't Charges - Resid.	793,267	38,515	188,636	61,264	69,937	48,873	70,487	52,951	89,400	108,012	65,192
Dev't Charges - Non Res.	5,221	551	944	676	529	366	491	348	398	443	474
External Rcvry	6,363	6,363	-	-	-	-	-	-	-	-	-
Debentures	7,650	-	7,650	-	-	-	-	-	-	-	-
Total	\$ 1,941,344	\$ 118,621	\$ 419,182	\$ 197,273	\$ 194,919	\$ 141,037	\$ 161,590	\$ 123,311	\$ 199,094	\$ 233,103	\$ 153,213

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

2017 Tax Capital Budget

The 2017 Tax Capital Budget of \$118.6 million has decreased \$30.9 million (21.0%) from the 2016 forecast, and the key drivers are:

- \$11.9 million decrease in the Police program mainly due to revised timing for the 1 District facilities expansion
- \$23.3 million decrease in the Transportation program to reflect construction schedules

The following highlights significant projects in the 2017 Capital Budget.

- **\$70.9 million 2017 Transportation capital program** includes:
 - \$19.8 million for Trafalgar Road - grade separation North of Maple Avenue, widening from 10 Side Road to Highway 7 and Upper Middle Road to Dundas Street
 - \$17.3 million for Britannia Road - widening from Tremaine Road to Regional Road 25
 - \$9.9 million for Tremaine Road - new road, bridge, grade separation from Steeles Avenue to James Snow Parkway
 - \$4.8 million for Winston Churchill Boulevard - reconstruction from Old Pine Road to 10 Side Road and from Terra Cotta to Ballinafad Road/32 Side Road
 - \$4.1 million for Dundas Street - widening from Bronte Road to Proudfoot Trail and Neyagawa Boulevard to Oak Park Boulevard
 - \$3.6 million for Regional Road 25 - realignment at Lower Base Line intersection and widening from Steeles Avenue to 5 Side Road
- **\$22.4 million 2017 Planning capital program (including Housing)** is \$2.9 million higher than the 2017 forecast published in the 2016 Budget primarily due to an expanded program based on the additional provincial subsidy allocated from the IAH-E program to acquire new assisted and affordable housing units (SS-25-16).
- **\$6.0 million 2017 Asset Management capital program** is \$1.5 million higher than the 2017 forecast included in the 2016 Budget due to accelerated design of the Woodlands Operation Centre Expansion from 2019 to 2017. This program includes ongoing building rehabilitation and upgrade needs for all of the Regional facilities, including Halton Regional Centre, Long-term Care facilities and Paramedic Services facilities based on building condition assessments and the Woodlands Operation Centre Expansion.
- **\$1.9 million 2017 Waste Management capital program** includes equipment replacement, the Solid Waste Management Strategy and cell construction.
- **\$4.0 million 2017 IT capital program** includes the ongoing maintenance of IT assets, including software licensing, software and hardware upgrades/replacements, as well as new software to implement the Service Access Strategy, Info Works and Workforce Management for Paramedics.
- **\$10.1 million 2017 Police capital program** is \$11.9 million lower than the 2017 forecast included in the 2016 Budget due to the revised timing for construction funding related to the Police 1 District facility in Milton/Halton Hills.

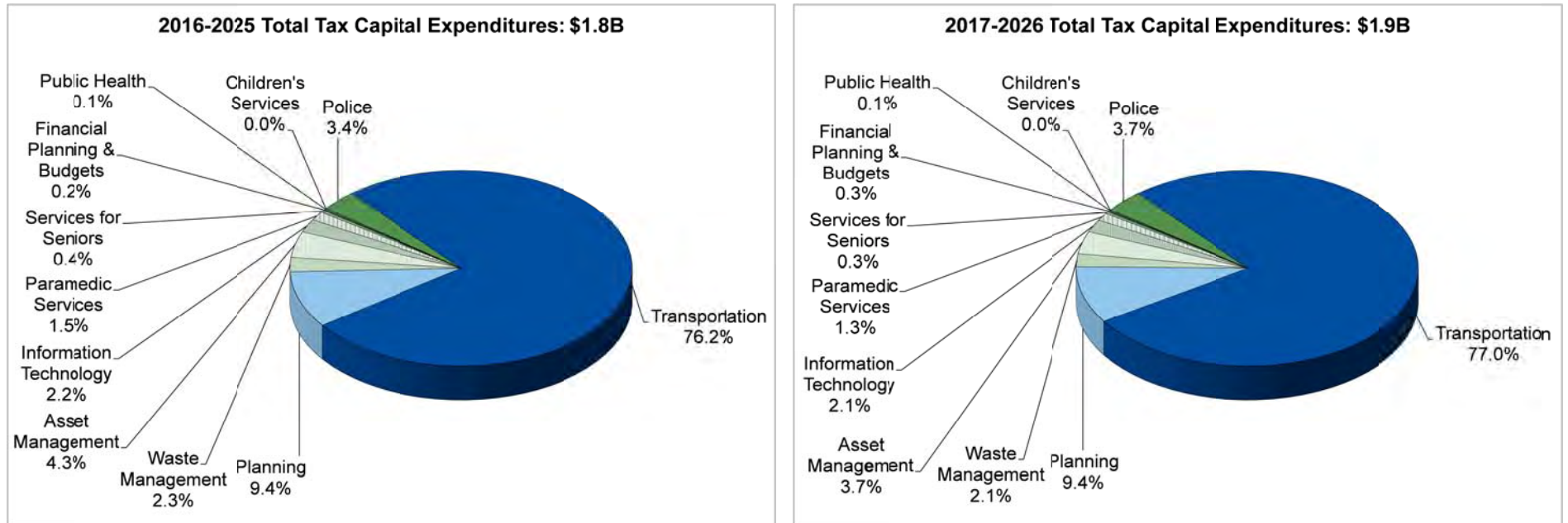
The following table summarizes the 10 largest tax capital projects budgeted for 2017. These projects account for 70.3% (\$83.4 million) of the \$118.6 million total cost in 2017.

2017 Capital Budget & Forecast		
10 Largest Tax Capital Expenditures in 2017 (\$Millions)		
Program	Project Descriptions	Cost
Roads	Trafalgar Road - Grade Separation North of Maple Ave, Widening from 10 Side Road to Hwy 7 & Upper Middle Road to Dundas Street	\$ 19.8
Roads	Britannia Road - Widening from Tremaine Road to Regional Road 25	17.3
Tax	Assisted Housing Development	10.6
Roads	Tremaine Road - New Road, Bridge, Grade Separation from Steeles Ave to James Snow Parkway	9.9
Police	New 1 District Facility - Land	5.0
Tax	Burlington Waterfront Master Plan Implementation	4.9
Roads	Winston Churchill Blvd - Reconstruction from Old Pine Road to 10 Side Road & from Terra Cotta to Ballinafad Rd/32 Side Road	4.8
Roads	Dundas Street - Widening from Bronte Road to Proudfoot Trail & Neyagawa Blvd. to Oak Park Blvd.	4.1
Roads	Regional Rd 25 - Realignment at Lower Base Line Intersection and Widening from Steeles Ave to 5 Side Road	3.6
Roads	Steeles Avenue - Widening from Tremaine Road to Martin Street	3.4
Total		\$ 83.4

Schedule may not add due to rounding.

10-Year Capital Budget and Forecast

The following charts provide a breakdown of the 2017 Tax Capital Budget and forecast compared to the 2016 Budget and Forecast.



The 2017 10-year tax capital program (2017 to 2026) totals \$1.9 billion. This is \$136.2 million (7.5%) higher than the 2016 program, due mainly to a \$119.3 million increase in Transportation, a \$13.4 million increase in Planning and a \$10.4 million increase in Police Services as highlighted below. Details of the 2017 Capital Budget and the 10-year Forecast (2017-2026) are contained in the Capital Budget section of this document.

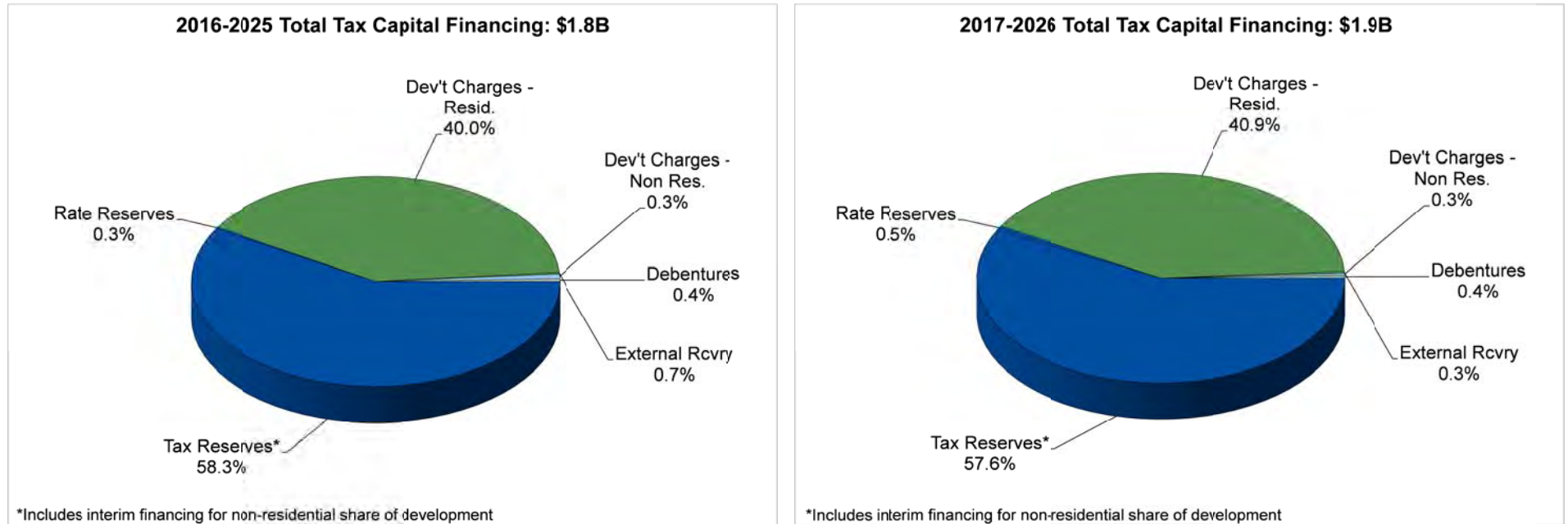
As illustrated above, a significant portion of the 2017 10-year program continues to be committed to the Transportation programs. In 2016, the Region adjusted the Transportation Master Plan as discussed in PW-33-16 (Re: 2017 Development Charges Update – Water, Wastewater and Transportation Infrastructure Projects) in support of the Region's Development Charges (DCs) by-law update in 2017. The results of the adjusted Plan have been incorporated into the 2017 capital program.

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

- **\$1.5 billion 10-year Transportation capital program** consists of \$1.2 billion for the Development-related program and \$323.5 million for the State-of-Good-Repair program (Non-development). The 10-year program in 2017 is \$119.3 million higher than the 2016 program as a result of the update of the Transportation projects (PW-33-16). The 10-year program provides significant road widening, new road, and grade separation programs, which include the Active Transportation and LED streetlight conversion initiatives. The 10-year program includes:
 - \$186.1 million for Trafalgar Road
 - \$175.4 million for Regional Road 25
 - \$160.2 million for Tremaine Road
 - \$157.0 million for Dundas Street
 - \$109.2 million for Steeles Avenue
 - \$100.1 million for Britannia Road
 - \$80.9 million for William Halton Parkway
- **\$182.5 million 10-year Planning capital program (including Housing)** is \$13.4 million higher than the 2016 program mainly due to an expanded housing program based on additional provincial subsidy of \$5.7 million allocated from the IAH-E program to acquire new assisted and affordable housing units (SS-25-16), an increase of \$6.9 million for continued implementation of the Burlington Beach Waterfront Master Plan (LPS54-15 & LPS59-15) and the Burloak Waterfront Master Plan (LPS13-14).
- **\$72.0 million 10-year Asset Management capital program** is \$5.8 million lower than the 2016 program primarily driven by extended lifecycle replacement requirements at the Halton Regional Centre, Long-term Care and Paramedic Service facilities based on ongoing preventative facility maintenance activities.
- **\$41.3 million 10-year Waste Management capital program** is \$1.0 million lower than the 2016 program mainly due to timing of the Interim Transfer Station relocation revised to 2027 offset by increases to the Solid Waste Management Strategy for higher waste diversion standards required by the newly approved *Waste Free Ontario Act*.
- **\$41.1 million 10-year IT capital program** is \$1.5 million higher than the 2016 program mainly due to updated hardware and infrastructure costs and new software implementations. The IT program includes the ongoing maintenance of IT assets, including software licensing, software and hardware upgrades/replacements, as well as mobile strategy implementation and new software implementation including the Service Access Strategy, Info Works and Workforce Management for Paramedics.
- **\$38.5 million 10-year other capital programs** provide Paramedic Services capital requirements to implement the Master Plan (MO-14-15) including stations, vehicles, equipment (defibrillation and power stretchers) (\$24.8 million) and the Long-term Care facilities equipment replacement program (\$6.5 million). These capital programs are \$1.6 million lower than the 2016 10-year program mainly due to extending the Paramedics vehicles replacement cycles based on actual performance.
- **\$72.0 million 10-year Police capital program** is \$10.4 million higher than the 2016 program due to an increase in the 1 District facility project cost for additional land and furniture, fixtures and equipment costs. The 2017 10-year program includes construction of 1 District in 2018, technology upgrades, vehicle/equipment replacements and replacement provisions for the radio trunking infrastructure.

10-Year Tax Capital Financing

The following charts provide the financing structure for the 2017 Tax Capital Budget and forecast compared to the 2016 Budget.



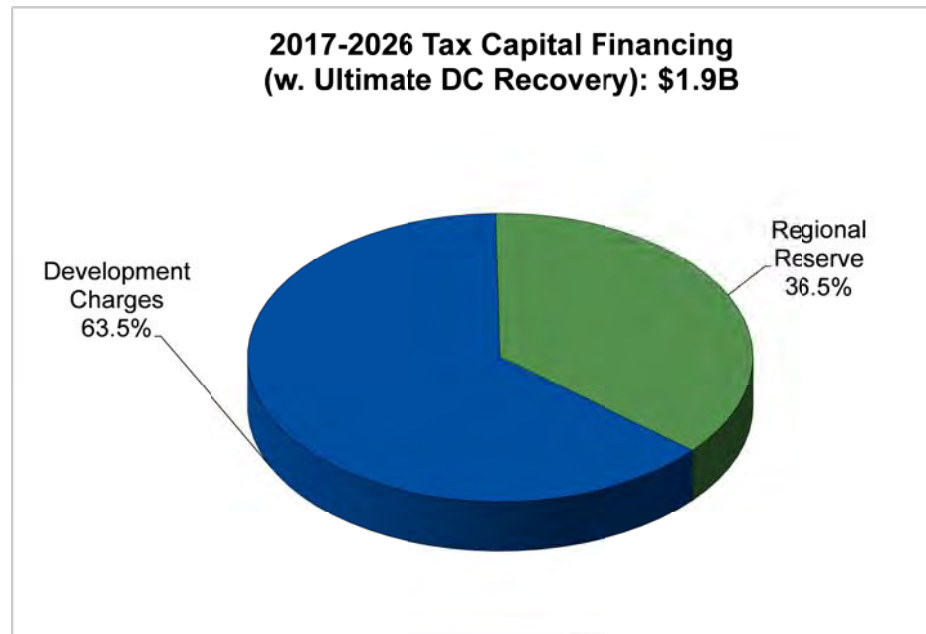
As shown in the charts above, DCs (41.2%) and the Tax Capital Reserves including contributions from the Operating Budget and Gas Tax funding (57.6%), continue to be the main sources of financing for the 2017 10-year tax-supported capital program.

The goal of the financing strategy for the tax capital program is to utilize tax reserves (including Gas Tax) for ongoing/recurring lifecycle costs and replacement of existing assets. The tax reserves are replenished by contributions from the operating budget, interest earnings and year-end surplus distribution. The 2017 Budget Forecast continues to apply Gas Tax funding to fund the Transportation capital program with \$4.7 million used for 2017 and \$65.3 million between 2017 and 2026.

The Tax Capital Reserve is also utilized to provide interim funding for the non-residential growth share of the Transportation Capital Program, in accordance with the Development Financing Plan (CS-20-12 re: 2012-2020 Development Financing Plan), which is the framework being utilized to develop the 2017 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. As noted earlier, there is \$122 million of outstanding Regional investment related to the growth-related Transportation capital program as of 2016, which will be recovered from future DCs, including any carrying costs.

Residential DCs are used to fund all of the capital costs serving residential growth, in accordance with the Development Financing Plan (CS-20-12). The 2017 Budget and Forecast includes a total of \$7.7 million in debt financing over the next 10-years to accommodate the Police Facility needs (i.e. 1 District). Debt is issued mainly for major upgrade/replacement and capacity expansion infrastructure where required. Debt used to finance growth-related costs such as the Police Facility will be recovered from future DCs as noted above.

The following chart illustrates the ultimate funding shares when the Region's interim financing provided for non-residential growth infrastructure (e.g. Transportation) as well as debt issued for the Police facility program are recovered from future DCs as discussed above. Out of the total \$1.9 billion, \$707.7 million (36.5%) is related to the State-of-Good-Repair capital program and the balance of \$1.2 billion (63.5%) is related to servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (63.5%) and the state-of-good-repair program will be funded by the reserves (36.5%) supported by tax.



Health Department

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

Budget Impacts

The 2017 Health Budget reflects a net increase of \$2.73 million or 8.2%. This increase is driven by a 5.1% increase in program costs with a 2.5% increase in subsidy as a result of the 2016 funding allocations, as discussed below. Included in this is an increase in Paramedic Services to continue with the implementation the Paramedic Services Master Plan (MO-14-15), including additional paramedics and logistics officers.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2017-2016	
Health Department							
Public Health Resources	\$ 4,855	\$ (2,553)	\$ (51)	\$ 2,250	\$ 2,000	\$ 251	12.5%
Healthy Environments & Communicable Disease	12,091	(7,276)	376	5,192	4,817	374	7.8%
Healthy Families	13,331	(7,806)	421	5,946	5,568	378	6.8%
Clinical Health Services	10,590	(6,597)	120	4,113	4,062	50	1.2%
Paramedic Services	34,722	(17,115)	987	18,594	16,917	1,677	9.9%
Total	\$ 75,588	\$ (41,348)	\$ 1,854	\$ 36,094	\$ 33,364	\$ 2,730	8.2%
FTE				473	460	13	2.9%



Of the 8.2% net increase in the Health Department budget, Public Health is increasing by 6.7%. As shown in the following table, the gross expenditures of the Public Health programs are increasing by 2.6%, which includes inflationary and corporate support cost increases. The provincial funding is increasing by only 0.2% (\$55,000) and other revenue is declining by -36.5% (\$77,000), resulting in a 6.7% increase in the net tax levy for Public Health.

	2016		2017		Change	
	Approved Budget	Requested Budget	2017-2016			
Public Health						
Total Gross Expenditures	\$ 37,491	\$ 38,474	\$ 983	2.6%		
Subsidy Revenue	(22,180)	(22,235)	(55)	0.2%		
Other Revenue	(223)	(146)	77	-34.5%		
Net Program Expenditures	\$ 15,088	\$ 16,093	\$ 1,005	6.7%		

Health Department Funding

As shown below, the 2017 Health Department's budget is funded based on 54% funding from the Province and 46% from the Region, which is funded from property taxes. For the provincial funding, a total of \$40.7 million has been included in the budget, consisting of \$22.2 million for Public Health, \$1.9 million for the North Halton Mental Health Clinic (NHMHC) and \$16.6 million for the Paramedic Services program. The following describes the total grant funding received.

\$000s	Health Department Subsidy						
	Subsidy Budget					Anticipated Shortfall (\$)	
	2016	2017	Change	2016	2017	Change	
Public Health	\$ 22,180	\$ 22,235	\$ 55	0%	\$ 6,999	\$ 7,871	\$ 872
North Halton Mental Health Clinic	1,826	1,850	24	1%	805	853	48
Paramedic Services	15,587	16,604	1,017	7%	665	995	330
Total	\$ 39,593	\$ 40,689	\$ 1,096	3%	\$ 8,469	\$ 9,719	\$ 1,250

Public Health Programs

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

\$000s	Public Health Subsidy						
	Subsidy Budget				Anticipated Shortfall		
	2016	2017	Change	2016	2017	Change	
MOHLTC - Public Health:							
75% Cost-Shared Programs	\$ 18,353	\$ 17,996	\$ (357)	5328	6035	707	
100% Funded Programs	1,863	2,275	412	388	414	26	
Subtotal	\$ 20,216	\$ 20,271	\$ 55	\$ 5,716	\$ 6,449	\$ 733	
Other Public Health Funding:							
Healthy Babies Healthy Children	\$ 1,874	\$ 1,874	\$ -	1,283	1,422	139	
Canada Prenatal Nutrition	90	90	-	0	0	(0)	
Subtotal	\$ 1,964	\$ 1,964	\$ -	\$ 1,283	\$ 1,422	\$ 139	
Total	\$ 22,180	\$ 22,235	\$ 55	\$ 6,999	\$ 7,871	\$ 872	

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

Cost-shared Programs

As shown in the table, the 2017 Budget includes \$18.0 million of the provincial subsidy for the cost-shared programs. The \$18.0 million funding represents a 56% provincial share assumed on a 75% cost-shared program, which is a \$357,000 (or 2%) reduction from the 2016 Budget.

As discussed in Report No. MO-36-16 (re: 2016 Public Health Funding), the Province released 2016 funding approvals including amendments for cost-shared programs. For mandatory programs, the funding levels were amended to include reductions for fee-for-service costs of claims for children's dental programs and a transfer from mandatory programs to Healthy Smiles Ontario (HSO), a 100% funded program, to complete the transition relating to the revised children's dental integration strategy. This resulted in a total funding reduction in mandatory programs of \$343,600. Other cost shared program subsidy changes included a base funding increase of \$9,100 for the Vector-Borne Diseases Program. The 2017 Budget also includes a \$22,000 decrease in funding for vaccines administered (based on 2015 actuals). The overall decrease in cost-shared subsidy is \$357,000 and an increase in the funding shortfall of \$707,000.

MOHLTC has informed Public Health Units to plan for 0% funding growth in 2017. Accordingly, the 2017 Budget has incorporated a 0% increase on the 2016 base funding and will continue with 0% funding growth in the forecast.

100% Funded Programs

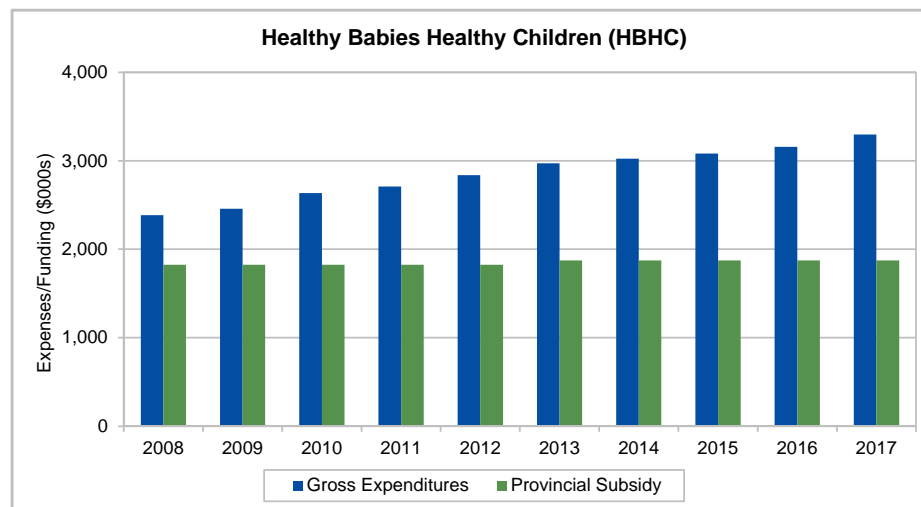
The 2016 provincial funding announcement for public health programs also included changes to HSO base funding. Along with the transfer of funding from cost-shared mandatory programs, there was a funding investment increasing the 2016 approved funding for HSO to \$797,700. This adjustment is reflected in the 2017 Budget.

There was also a reduction of \$10,000 in subsidy for Smoke Free Ontario (SFO) Enforcement to reflect projected program spending. Along with the changes to HSO, the overall increase in 100% funded programs subsidy is \$412,000.

Based on these changes and the assumption of a 0% subsidy increase, the 2017 budgeted subsidy for the 100% funded programs is comprised of \$2.3 million of subsidy, which represents an 85% provincial funding assumed on a 100% provincially-funded program. The 0% subsidy increase on a growing program cost further increases funding shortfall by \$26,000 in 2017.

Healthy Babies Healthy Children

The Province, through the MCYS, also provides grant funding for the Healthy Babies Healthy Children (HBHC) program. As shown in the table, the 2017 Budget of \$1.9 million in subsidy remains the same as the 2016 Budget. The funding does not provide for increased service demands, inflationary pressures and funding for administrative support costs. As a result, the funding shortfall in this program has increased by \$139,000 to \$1.4 million in 2017 from \$1.3 million in 2016. The funding shortfall has grown over time as there has been no increase to the base funding allocation since 2008 as shown in the following chart.



Canada Prenatal Nutrition Program (CPNP)

Funding is received from the Public Health Agency of Canada for the CPNP. Though not legislated, it is a public health program that builds on existing programs and supports efforts to address the social determinants of health. No increase in annual funding is expected for the fiscal period 2017/18. The 2017 Budget includes a shift within this program based on program delivery and change in client demands, within the program budget. The 2017 Budget continues to include \$90,000 in subsidy, and the program is expected to manage within its funding allocation.

North Halton Mental Health Clinic

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

The North Halton Mental Health Clinic (NHMHC)

The NHMHC receives provincial funding through the Mississauga-Halton Local Health Integration Network (MH-LHIN). The 2017 Budget includes \$1.9 million in subsidy. As shown in the table below, there was a \$24,000 increase in subsidy due to changes in sessional fees for psychiatrists, but a 0% increase is assumed for the base program in 2017 as no additional funding has been received for this program in the last few years. Given increasing cost pressures in the program, the LHIN's funding share further deteriorates to 68% in 2017 from 69% in 2016 on a 100% funded program. Accordingly, the funding shortfall increases by \$48,000 to \$853,000 in 2017 from \$805,000 in 2016.

North Halton Child and Youth Psychiatry Program (NHCYPP)

The NHCYPP continues to be fully funded by the Region (MO-44-08) through property taxes. No source of provincial or MH-LHIN funding has been identified to support this program. The 2017 Budget includes a total of \$554,000 for the program costs in 2017.

North Halton Mental Health Clinic Subsidy									
\$000s	Subsidy Budget						Anticipated Shortfall		
	2016		2017		Change		2016	2017	Change
North Halton Mental Health Clinic (LHIN)	\$ 1,826	69%	\$ 1,850	68%	\$ 24	1%	\$ 805	\$ 853	\$ 48
North Halton Child & Youth Psychiatry (Region)	-	0%	-	0%	-	0%	-	-	-
Total	\$ 1,826	69%	\$ 1,850	68%	\$ 24	1%	\$ 805	\$ 853	\$ 48

Paramedic Services

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

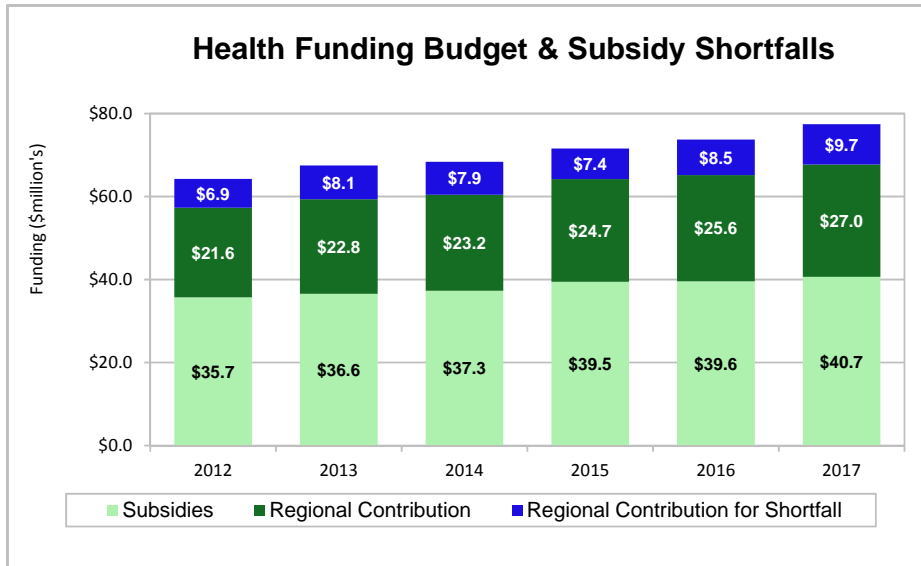
The 2017 Paramedic Services budget includes a \$1.0 million or a 6.5% increase in base provincial subsidy. This includes \$323,000 or 2.1% to support base program growth in 2017, as well as \$693,000 or 4.4% to fund the 2017 strategic investments (11.6 paramedics and 1.5 logistics officers). The funding assumed for the strategic investment is one of the measured risks taken for the 2017 Budget. Given the increase assumed for subsidy in the 2017 Budget, the provincial funding share in 2017 decreased slightly from 48% in the 2016 Budget to 47% for 2017. The projected funding shortfall increased by \$330,000 to \$995,000 in 2017 from \$665,000 in 2016.

Provincial funding has also been provided for the Dedicated Offload Nurse (DON) Program on a year by year basis. The 2017 Budget continues to include \$500,000 expected from the MOHLTC for 2017/18, but there have been indications from the Province that the funding may cease as of March 31, 2017. There was a one-time Regional investment of \$595,000 (in addition to the provincial funding) to expand the hours in the Oakville and Milton hospitals in the 2016 Budget. However, this funding was removed and replaced with \$30,000 to address the provincial funding shortfall in this program and alleviate hospital pressures until March 2017, matching the expected phase out of the provincial program. The Region will continue to communicate with the Province and request updates from MOHLTC on the potential move of the DON program into their pay-for-results program.

Provincial Funding Shortfalls

As highlighted above, despite growing program needs in Halton as one of the fastest growing communities, the public health subsidy has not kept pace with program costs for many years. Subsidy has been 0% for HBHC since 2008 and 0% for cost-shared public health programs beginning in 2015, including a reduction in 2017 as discussed above. In the 2016 Budget, the funding shortfall was \$8.5 million and the shortfall will continue to rise to a total of \$9.7 million in 2017, a \$1.2 million or 14.1% increase from 2016.

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



Public Health Resources

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

Budget Impacts

The 2017 Budget reflects a net increase of \$251,000 or 12.5% which includes increased costs to address program pressures and a decrease of \$44,000 in mandatory programs subsidy, as discussed in MO-36-16.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact			
Public Health Surveillance & Evaluation	\$ 1,572	\$ (1,031)	\$ 54	\$ 595	\$ 433	\$ 162	37.5%
Professional Support	3,056	(1,511)	(112)	1,433	1,328	105	7.9%
Physician Recruitment	226	(12)	7	222	238	(17)	-6.9%
Total	\$ 4,855	\$ (2,553)	\$ (51)	\$ 2,250	\$ 2,000	\$ 251	12.5%
FTE				22	22	0	0.0%

Public Health Surveillance & Evaluation provides population health assessment, surveillance, program planning and evaluation, epidemiologic consulting services, health equity consultations and capacity building. The 2017 Budget has seen an increase of \$162,000 or 37.5% primarily due to the addition of an Epidemiologist through the redeployment of resources, to address program pressures as well as increased contract costs related to the Rapid Risk Factor Surveillance System (RRFSS) of \$21,000.



RRFSS is an ongoing telephone survey that used only landlines in the past. Given that many residents rely on cellphones exclusively, the survey will collect a sample from cellphone users, increasing the cost but resulting in improved data quality. The survey will be a combination of landlines (two-thirds of the sample) and cell phones (one-third of the sample), which is similar to Halton's demographics for cellphone only use. As shown below, Public Health Surveillance & Evaluation updates or creates over 30 health indicators and status reports annually that support health program decisions. RRFSS data is used to report on the health behaviours of Halton residents and help the department plan, implement, evaluate and improve public health programs and services.

Public Health Surveillance & Evaluation	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Health Indicator and Health Status Reports Updated or Created	29	38	39	30	30
Number of Health Equity Impact Assessments where the process has informed program decisions	1	5	2	3	5

Professional Support provides public health and preventive medicine consultation to programs within the Health Department relating to the Ontario Public Health Standards, leads outbreak management and investigations, supports collaborations with community partners on public health matters, guides continuous quality improvement including promoting best practices and assisting programs with operational planning. The 2017 Budget has seen an increase of \$105,000 or 7.9% driven by inflationary program cost increases and property rent for public health clinics and sub offices.

Physician Recruitment undertakes a comprehensive Halton-wide engagement strategy that includes promotion, recruitment and retention of physicians. The 2017 Budget has a decrease of \$17,000 or 6.9% primarily due to a decrease in advertising costs based on actual trends. It is expected that the declining advertising costs will not have any negative impact on the physician recruitment target. Halton is actively marketed to prospective physicians to ensure a strong family medicine presence in the community. Halton's population growth, coupled with future physician retirements and changing physician practice patterns, indicates that the need for new physicians will continue.

Physician Recruitment	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Family Physicians Recruited to Halton who have Primary Care Community Practices	22	24	25	22	22

Healthy Environments & Communicable Disease

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

Budget Impacts

The 2017 Budget reflects a net increase of \$374,000 or 7.8%, which is required to maintain service levels and support the health of Halton residents through the activities described below. Contributing to the increase is a \$111,000 decrease in mandatory programs subsidy that is slightly offset by an increase of \$9,100 in vector-borne diseases subsidy, as discussed in MO-36-16.



\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2017-2016	
Communicable Disease Control	\$ 2,719	\$ (1,719)	\$ 85	\$ 1,085	\$ 1,018	\$ 67	6.5%
Tobacco Use Prevention	553	(492)	19	81	\$ 94	(13)	-14.1%
Healthy Built Environment Promotion	2,026	(1,027)	62	1,061	\$ 999	62	6.2%
Food Safety Inspection Health Hazard Prevention & Control	2,723	(1,603)	84	1,203	\$ 1,096	108	9.8%
Enteric & Vector Borne Disease Prevention and Control	2,096	(1,204)	64	956	\$ 868	88	10.1%
	1,974	(1,232)	63	806	\$ 743	63	8.5%
Total	\$ 12,091	\$ (7,276)	\$ 376	\$ 5,192	\$ 4,817	\$ 374	7.8%
FTE				76	76	0	0.0%

Communicable Disease Control responds to all reports of communicable disease by providing education and advice to clients, physicians, Long-Term Care Homes, hospitals and daycare centres. The Division also manages respiratory outbreaks and educates the public and health care partners about infection prevention and control as well as emerging illnesses. The 2017 Budget has seen an increase of \$67,000 or 6.5% primarily due to the reduction in mandatory programs subsidy.

Communicable Disease Control	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Respiratory Outbreaks Investigated at Institutions (LTCHs, Rest and Retirement Homes, Hospitals, Daycares)	60	74	69	70	70
Number of TB Case Investigations	14	13	11	12	13
Number of TB Contact Investigations	85	117	444	302	250

Tobacco Use Prevention works to prevent chronic diseases related to tobacco by enforcing legislation such as the *Smoke Free Ontario Act* (SFO), promoting tobacco-free living with a focus on youth, and serving more than 100 new clients each year at smoking cessation clinics. As seen below, the number of smoking cessation client appointments has been rising steadily. The 2017 Budget has seen a decrease of \$13,000 or 14.1% primarily due to a decrease in the SFO Enforcement budget to reflect projected program spending.

Tobacco Use Prevention	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Weeks Wait (Average) for Smoking Cessation Clinic Services	2	2	2	2	2
Percent of Tobacco Retailers Inspected Once per Year for Compliance with Display, Handling and Promotion Sections of the Smoke-Free Ontario Act (SFOA)	n/a	100%	100%	100%	100%
Percent of Tobacco Vendors in Compliance with Youth Access Legislation at the Time of Last Inspection	99%	99%	99%	99%	99%
Number of Client Appointments - Smoking Cessation Clinic	680	791	783	820	900
Number of New Clients - Smoking Cessation	121	133	142	150	160

Healthy Built Environment Promotion works with partners to create healthy environments that promote physical activity and healthy eating, oversees Halton Region's air quality monitoring and modeling program, educates and raises awareness of climate issues such as air quality ratings and issues heat and cold warnings to the public and community partners. A recent focus on climate change, health impacts of sedentary lifestyles and poor nutrition has caused increased interest in these issues. The 2017 Budget has seen an increase of \$62,000 or 6.2% due to the reduction in mandatory programs subsidy.

As shown in the following table, information is not available in 2013 and 2014 for most performance measures as the metrics are relatively new.

Healthy Built Environment Promotion	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Total Number of Environmental Alert Subscriptions (Heat, Cold and Smog)	n/a	100	928	1,600	2,100
Number of workplaces subscribing to monthly workplace wellness e-blast	n/a	n/a	210	300	330
Number of consultations to workplaces regarding workplace wellness issues	n/a	n/a	175	200	250
Number of development applications reviewed re-Healthy Built Environment	n/a	n/a	77	54	60

Food Safety Inspection is responsible for reducing the incidence of food-borne illness by conducting assessments of over 2,500 food premises, providing food handler training to over 2,000 food establishment operators and staff annually, and overseeing 2 Regional by-laws: Dinewise – the food safety inspection disclosure by-law – and the Mandatory Food Handler Certification By-law. Special events in the Region continue to grow in popularity, and public health inspectors pre-approve and inspect food vendors at all major events. The 2017 Budget has seen an increase of \$108,000 or 9.8% primarily due to increased program costs including food handler equipment and the reduction in mandatory programs subsidy.

Food Safety Inspection	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Food Handlers Certified	2,071	2,667	2,146	2,000	2,200
Percent of Required Inspections of High Risk Food Premises Completed	100%	100%	100%	100%	100%
Number of Inspections of High Risk Food Premises Completed	1,812	1,841	1,906	1,899	1,900
Number of Inspections of Food Premises Completed	5,732	5,806	4,975	4,890	5,033
Number of Special Event Inspections	1,054	1,198	1,104	1,150	1,200

Health Hazard Prevention & Control inspects small drinking water systems, and recreational water facilities such as pools and spas, monitors beach water quality, responds to suspected rabies exposure reports and works with community and government agencies to respond to health hazard complaints within 24 hours of receipt. Investigations of potential rabies exposures are especially important at this time, due to the on-going rabies outbreak in Southern Ontario. The 2017 Budget has seen an increase of \$88,000 or 10.1% primarily due to increases in program costs and the reduction in mandatory programs subsidy.

Health Hazard Prevention & Control	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Percent of Health Hazard Complaints Responded to Within 24 Hours of Receipt	99%	99%	99%	100%	100%
Percent of Class A Pools Inspected While in Operation	100%	100%	100%	100%	100%
Percent of Required Inspections of Spas Completed	100%	100%	98%	100%	100%
Number of Potential Rabies Exposures Investigated	928	1,017	993	1,000	1,000

Enteric and Vector-borne Disease Prevention and Control responds to all reports of enteric disease and outbreaks, provides related education and advice to clients, physicians, Long-Term Care Homes, hospitals and daycare centres and inspects all personal service settings including salons and spas. As shown in the following chart, the number of personal service settings inspections continues to rise with the growth in the number of new establishments. This team also manages the vector-borne disease program including monitoring for mosquito related illnesses (e.g., West Nile virus) and co-ordinates mitigation activities such as larviciding over 100 standing water sites every summer. The team monitors emerging mosquito diseases such as Zika virus and establishes contingencies and mitigation strategies. The 2017 Budget has seen an increase of \$63,000 or 8.5% primarily due to increases in program costs, including emergency preparedness supplies, safety equipment and the reduction in mandatory programs subsidy. The 2017 Budget also includes an increase of \$9,100 in vector-borne diseases subsidy, per MO-36-16.

Enteric and Vector-Borne Disease Prevention & Control	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Inspections of Personal Service Settings Completed	634	661	706	720	740
Percent of Required Inspections of High Risk Personal Service Settings Completed	100%	99%	100%	100%	100%
Number of Enteric Outbreaks Investigated in Institutions (LTCHs, Rest and Retirement Homes, Hospitals, Daycares)	74	56	56	43	60
Number of Enteric Disease Investigations	332	381	377	341	375
Number of standing water fixed sites monitored for mosquitoes	258	253	270	275	280
Total number of larvicide applications to surface waters for WNV program	675	1,027	995	600	825

Healthy Families

The Healthy Families Division focuses on promoting health across the age span. Topics include healthy child development, injury prevention, active living, healthy eating, cancer prevention, reducing alcohol misuse and supporting healthy weights. Services range from intensive support for families with high needs to health promotion through digital media and policy initiatives.

Budget Impacts

The 2017 Budget reflects a net increase of \$378,000 of 6.8% as discussed below. Of the overall Health Department decrease in mandatory programs subsidy as discussed in MO-36-16, \$114,000 is attributable to the Early Years, School Years and Resources and Adult Years services.

Halton Region's Strategic Action Plan 2015-2018 identifies the need to address the prevalence of childhood overweight and obesity. Research shows that obese children tend to become obese adults, making childhood obesity a public health concern. The Healthy Families Division is working to support healthy weights for families of all ages.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2017-2016	
Healthy Families							
Healthy Babies Healthy Children	\$ 3,192	\$ (1,874)	\$ 104	\$ 1,422	\$ 1,365	\$ 57	4.2%
Early Years	2,832	(1,651)	86	1,268	1,136	131	11.6%
School Years	4,329	(2,511)	137	1,955	1,827	128	7.0%
Resources & Adult Years	2,977	(1,771)	94	1,301	1,240	61	4.9%
Total	\$ 13,331	\$ (7,806)	\$ 421	\$ 5,946	\$ 5,568	\$ 378	6.8%
FTE				94	94	0	0.0%



Healthy Babies Healthy Children is intended to help all children have the best possible start in life by improving prenatal and birth outcomes, parent-child relationships, child development outcomes and access to services. The number of new families screened at discharge using the HBHC tool is expected to remain at a projected 4,000 in 2017. The Province amended the HBHC protocol including the screening tool in 2013, which resulted in partial reporting for that year. The subsidy has not increased for a number of years and the 2017 subsidy budget of \$1.9 million remains the same as the 2016 Budget. The funding does not provide for increased service demands or inflationary pressures. As a result, the 2017 Budget has seen an increase of \$57,000 or 4.2% primarily due to inflationary program increases, while the subsidy remains frozen.

Healthy Babies Healthy Children	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of New Families Screened at Hospital Discharge Using the HBHC Screening Tool	2,242	4,196	4,197	4,000	4,000
Number of Families Receiving Blended Home Visiting	261	236	220	220	220
Percent of New Families Screened at Hospital Discharge Using the HBHC Screening Tool	79%	76%	76%	77%	77%
Number of Days from HBHC Referral to Home Visiting Public Health Nurse Assignment	n/a	n/a	46	35	35
Number of Healthy Babies Healthy Children In-depth Assessments Completed	515	646	620	620	620

Early Years achieved Baby-Friendly Initiative re-designation in 2016, meeting the MOHLTC accountability indicator. Baby-Friendly Initiative is aimed at protecting, promoting and supporting breastfeeding, which is known to support healthy weights for children. The Halton Prenatal Nutrition Program is intended to improve maternal-infant health, increase rates of healthy birth weights and promote breastfeeding. As shown below, for 2017 the program is projecting 1,700 contacts with mothers living in conditions of risk. The NutriSTEP tool helps parents determine whether their toddler or pre-schooler is eating well. Halton Region has now achieved the “advanced” phase of the NutriSTEP implementation, another provincial requirement, by providing the tool at kindergarten registration and promoting the tool with parents, Registered Dietitians, schools, health care providers and child care staff. The 2017 Budget has seen an increase of \$131,000 or 11.6% primarily due to the reduction in mandatory programs subsidy.

The budget also includes a shift within the CPNP to increase spending on clients while realizing efficiencies by switching to the Fresh Food Box program from the previous use of food vouchers.

Early Years	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Contacts with Halton Prenatal Nutrition Program	1,495	1,392	1,769	1,600	1,700
Number of Parent Participants in Parenting Groups Including Series and Single Sessions	12,601	12,034	10,889	12,000	12,500
Percent of Newborns Born to Halton Mothers Breastfeeding Exclusively Upon Discharge (or at Three Days From Birth if a Home Birth)	64%	66%	64%	65%	65%

School Years works intensively with priority school communities to address health issues including childhood overweight and obesity. In 2015 staff worked to develop school-based action plans to address healthy eating, promote physical activity and adequate sleep, mental well-being and the reduction of time spent being sedentary. As shown in the chart below, in 2015, over 17,000 Healthy School consultations were completed with educators, students, parents and community members. The 2017 Budget has seen an increase of \$128,000 or 7.0% primarily due to the reduction in mandatory programs subsidy.

School Years	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Parents of Children & Youth Receiving Parenting Information	4,896	2,338	2,709	2,500	2,500
Number of Consultations Provided to School Staff, Students and Parents Related to Promoting Health in the School-Aged Child	n/a	n/a	17,498	15,000	17,000
Number of School Clusters Receiving Service	n/a	16	16	17	17

Resources and Adult Years provides information through telephone and social media. As shown below, Facebook “likes” and Twitter followers have been increasing as families demonstrate a preference for receiving information through social media. Falls prevention activities help adults remain physically active. Adult Years has been consulting with older adults and stakeholders to identify older adult needs for aging well. Once the consultations are complete, plans to better support aging well will be developed. The 2017 Budget has seen an increase of \$61,000 or 4.9% due to the reduction in mandatory programs subsidy.

Resources & Adult Years	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
HaltonParents Facebook - number of "likes"	n/a	1,249	3,384	5,000	7,000
HaltonParents Twitter - number of followers	4,329	5,620	6,707	7,500	8,000

Clinical Health Services

The Clinical Health Services Division comprises Sexual Health Services, Mental Health Treatment, Immunizations, and Oral Health. The division helps to prevent, control, eliminate and support eradication efforts for vaccine-preventable diseases. Testing, treatment and screening for sexually transmitted and blood borne infections reduces the spread of communicable disease. Harm reduction strategies reduce negative health effects to individuals and the community at large.

Budget Impacts

The 2017 Budget reflects a net increase of \$50,000 or 1.2%, as a result of increased subsidy received for HSO and the NHMHC and a decrease in mandatory programs subsidy of \$74,000 as discussed in MO-36-16.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact			
Clinical Health Services					Net Tax Impact	2017-2016	
Sexual Health Services	\$ 3,331	\$ (1,880)	\$ 57	\$ 1,508	\$ 1,286	\$ 222	17.3%
Mental Health Treatment	3,151	(1,852)	108	1,407	1,344	64	4.7%
Immunizations	2,050	(1,162)	67	955	737	218	29.6%
Oral Health	2,058	(1,705)	(112)	242	695	(453)	-65.2%
Total	\$ 10,590	\$ (6,597)	\$ 120	\$ 4,113	\$ 4,062	\$ 50	1.2%
FTE				72	72	0	0.0%



Sexual Health Services clinics are located across Halton and provide contraception, pregnancy testing, Sexually Transmitted Infection (STI) screening, treatment and counselling, as well as case management for reportable communicable disease. The Needle Exchange Program focuses on harm reduction strategies that promote safer alternatives for drug use.

Together, the programs have seen an increase of \$222,000 or 17.3% related increases in program costs. The 2017 Budget also includes \$50,000 one-time costs for the purchase of secure filing cabinet equipment for sexual health clinics, funded from the Regional reserve.

Chlamydia and Gonorrhea are on the rise in Halton and Ontario resulting in an increased need for contact tracing and case management. Some of the increase in chlamydia rates can be attributed to improvements in screening and testing however many cases go undiagnosed, as the majority of people do not experience symptoms but are still infectious. Increasing rates of gonorrhea are not well understood but possible factors may include antibiotic resistance or lack of adherence to treatment and testing guidelines and unprotected sex.

Many cases of gonorrhoea continue to be inadequately treated by community physicians. This will result in increasing numbers of cases to manage along with contact tracing. Program staff will work with the Medical Officer of Health to improve physician knowledge over the next few years in this area.

Sexual Health Services	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Average Wait Time (Weeks) for Sexual Health Services	1	1	1	1	1
Number of Client Appointments - Sexual Health Clinics	4,764	4,666	4,789	5,000	5,500
STI Visits	60%	61%	65%	65%	67%
Birth Control Visits	40%	39%	35%	35%	33%
Number of Sexually Transmitted Infections Cases Managed	858	1,011	1,067	1,300	1,450
Percent of confirmed Gonorrhoea cases treated according to recommended Ontario treatment guidelines	n/a	n/a	n/a	60%	65%
Number of safe needles distributed by needle exchange for harm reduction (000s)	178	188	250	260	285
Number of client contacts - Needle Exchange Program	1,030	951	1,169	1,210	1,300

Mental Health Treatment provides out-patient community based mental health services through North Halton Mental Health Clinic locations in Milton, Georgetown and Acton. The clinics offer child/youth and adult psychiatry as well as outreach and group-based programming to people affected by mental illness and addiction. NHMHC has begun tracking face to face visits and projects there to be 8,500 in 2017. In recent years as the population of North Halton has grown, the clinic has seen as increased demand for services resulting in lengthier wait times. The program is funded by the MOHLTC through the LHIN as well as by Halton Region contributions. The 2017 Budget has seen an increase of \$64,000 or 4.7% primarily due to increases in program costs and rent. Incorporated in the budget are changes to the sessional fees for psychiatrists, which are fully funded by the LHIN for Adult psychiatry.

Mental Health Treatment	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Face to Face Visits	n/a	n/a	n/a	8,100	8,500
Average Wait Time (Weeks) for North Halton Child and Youth Psychiatry Program	5	13	16	16	16
Average Wait Time (Weeks) for North Halton Mental Health Clinic Initial Service Response	2	3	8	3	3

Immunization services includes the vaccine depot and distribution centre for Halton, and administers immunization through 3 main programs in order to reduce the spread of vaccine preventable disease. The programs include the school-based publicly funded schedule for immunizations, enforcement of the *Immunization of School Pupils Act* (ISPA) and, the annual Universal Influenza Immunization Program. The 2017 Budget includes a \$218,000 or 29.6% increase primarily due to increases in support costs and the reduction in mandatory programs subsidy. The 2017 Budget also includes a strategic investment of \$85,000 for the casual pool of registered nurses who provide immunizations for children and youth in the school based program, related to the expansion of the publicly funded schedule by the MOHLTC as well as enforcement efforts for the ISPA. ISPA enforcement efforts expect to achieve 90% compliance for 16/18 year olds in the 2016-17 school year.

The publicly funded immunization schedule for Human Papillomavirus (HPV) vaccine was amended in 2016, moving the vaccine from grade 8 girls, to grade 7, and expanding the criteria to include boys. This results in a triple cohort being vaccinated in the 2016-17 school year corresponding to a projected 8,070 HPV vaccines.

The expanding scope of practice of pharmacists has made it easier than ever for Halton residents over the age of 5 to receive their flu shots. As such, as shown in the chart below, the Health Department reduced the number of community influenza clinics to 12 during the 2015-16 flu season in order to focus on the 5 and under population. Flu shots remained highly accessible to the community with a total of 151,000 doses of flu vaccine distributed to Halton community partners in 2016-17. Although the numbers of flu clinics have been reduced, additional staff was required to support increased distribution demands of vaccines to the community.

The 2016-17 season projects 120,000 doses of flu distributed. This decrease is due to a pilot program by the MOHLTC that will have flu administered directly to local pharmacies, bypassing the Health Department vaccine depot.

Immunizations	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Percent of Immunization Coverage for School-Aged Children (Immunization of School Pupils Act (ISPA))	n/a	n/a	60.6%	65.0%	65.0%
Percent of 16/17 Year Old Students in Compliance with ISPA Requirements	n/a	n/a	88.8%	90.0%	90.0%
Number of HPV Doses Administered (School Year)	4,393	4,471	5,353	3,835	8,070
Number of Hep B doses Administered (School Year)	7,356	7,273	7,247	8,096	8,500
Menactra Doses Administered (School Year)	4,622	5,189	5,404	6,160	6,500
Number of Influenza Vaccines Administered by the Health Department to Children 5 and Under	439	301	297	250	250
Number of doses of influenza vaccine administered by the health unit at community clinics	6,654	5,271	3,730	1,865	1,865
Number of doses of influenza vaccine administered by the health unit to children under 5 years	439	301	297	250	250
Number of community influenza clinics offered	31	19	12	5	5
Number of Doses of Influenza Vaccine Distributed to Community Partners (000s)	140	158	149	151	120

Oral Health offers dental screening clinics in elementary schools as per the Ontario Public Health Standards, provides client navigation for the HSO program as well as claims administration for the Ontario Works-Adult and Low-Income Adult programs administered by Social and Community Services, and the Dental Care Counts (DCC) program for seniors administered by the Health Department. The 2017 Budget for Oral Health includes an increase of \$422,000 in provincial funding for HSO, a 100% funded program. The funding increase for HSO, approved by the Province in 2016, fully offsets staffing related costs transferred from cost-shared mandatory public health programs. This budget change results in an overall net tax decrease of \$453,000 or 65.2%.

The Health Department offers dental screening in elementary schools to identify children who are in need of oral care as part of the OPHS. In 2017, the program plans to extend screening services for the first time to an estimated 200 children aged 0-3 with the intent of preventing oral health complications and helping children find a dental home.

Changes to the child/youth program took effect January 1, 2016, when the MOHLTC implemented the integration of 6 publicly-funded programs into one seamless program called HSO for children and youth aged 17 and under. The Health Department's role has changed and now involves primarily client navigation for the application process and liaison with dental providers. Funding impacts of this program were discussed in MO-36-16 and reflected in the 2017 Budget.

The DCC program offers dental services to adults 65 years and older. Seniors are now the fastest growing age group in Halton and DCC is accessed by more seniors every year. The 2017 Budget projects 590 persons will be provided financial assistance with many clients accessing the service multiple times per year. The program is currently under review and will look for opportunities to streamline services and incorporate more rigorous financial screening criteria.

Oral Health	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Children Screened for Oral Health in Elementary Schools (School Year)	17,585	16,578	18,539	18,000	18,500
Number of Persons Provided Dental Care Counts Financial Assistance	439	448	487	550	590
Average Wait Time (Weeks) for Oral Health Clinic Services	2	2	2	3	2
Number of Children Screened Between 0 and 3 Years of Age	n/a	n/a	n/a	n/a	200
Number of Dental Care Counts Financial Assistance Claims Processed	830	864	1,032	1,100	1,200

Paramedic Services

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

Budget Impacts

The 2017 Paramedic Services budget reflects a net increase of \$1.677 million or 9.9% as discussed below.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2017-2016	
Paramedic Care	\$ 34,722	\$ (17,115)	\$ 987	\$ 18,594	\$ 16,917	\$ 1,677	9.9%
Total	\$ 34,722	\$ (17,115)	\$ 987	\$ 18,594	\$ 16,917	\$ 1,677	9.9%
FTE				208	195	13	6.7%

Paramedic Care

The Paramedic Services Division provides services from 12 stations with 22 emergency response vehicles. Annually, Paramedic Services responds to over 44,000 calls and transports over 29,000 patients

The 2017 Budget has seen an increase of \$1.68 million or 9.9% primarily due to increased compensation (including \$118,000 relating to statutory holiday pay per the 2014 Collective Agreement with OPSEU) and \$1.4 million for 11.6 Paramedics and 1.5 Logistic Officers as strategic investments, as a part of the implementation of the Paramedic Services Master Plan (MO-14-15). These additional resources will help maintain response times and address program pressures resulting from a growing call volume, as identified in the Paramedic Master Plan approved by Council. There is also an increase in medical supplies and linen due to increased call volume and an increase in promotional merchandise and training costs based on program need.

The 2017 Budget anticipates that the provincial subsidy will increase by \$1.0 million or 6.5%, \$323,000 of which is to support program growth in 2017 and \$693,000 to fund the strategic investments (paramedics and logistics officers).

The program budget also includes one-time funding from the Regional reserve to address the provincial funding shortfall in the Dedicated Offload Nursing (DON) program and alleviate hospital pressures until March 2017. There have been indications from the Province that the funding may cease as of March 31, 2017 and the Region will continue to communicate with the Province and request updates from MOHLTC on the potential move of the DON program into their pay-for-results program.



Paramedic Care	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Patient Transports	25,575	26,784	27,959	30,195	31,705
Total Call Volume	38,400	40,664	42,881	47,512	49,887
Percent of Arrivals of Defibrillator on the Scene of Sudden Cardiac Arrest (SCA) within 6 Minutes - Target 55%	64.4%	52.9%	71.0%	55.0%	55.0%
Percent of Paramedic Arrival at Life Threatening Calls within 8 Minutes - Target 75%	79.5%	73.5%	76.0%	75.0%	75.0%
Percent of CTAS 2 Arrivals of Paramedics Within 10 Minutes - Target 75%	79.5%	88.0%	86.0%	88.0%	88.0%
Percent of CTAS 3 Arrivals of Paramedics Within 15 Minutes - Target 75%	97.9%	98.3%	93.0%	97.0%	97.0%
Percent of CTAS 4 Arrivals of Paramedics Within 20 Minutes - Target 75%	99.6%	99.7%	98.0%	99.0%	99.0%
Percent of CTAS 5 Arrivals of Paramedics Within 25 Minutes - Target 75%	100.0%	100.0%	99.0%	99.0%	99.0%
Total \$ Cost per Vehicle In-Service Hour	\$185	\$210	\$221	\$225	\$220
Number of PAD Devices Registered	387	526	555	575	600
Percent of Cardiac Arrest Patients that Receive Bystander CPR	37.9%	33.9%	41.5%	40.0%	40.0%
90th percentile transfer of care time (all Halton Hospitals) - target 30 minutes	0:48:26	1:06:02	0:48:58	0:42:20	0:40:00
Number of minutes Central Ambulance Communications Centre (CACC) processing time T0 - T2 at the 90th percentile - Target 2:00	2:47	2:49	2:50	2:50	2:50

Capital Budget & Forecast

Paramedic Services Capital Program							
(\$ Millions)	2017	2018	2019	2020	2021	2022 - 2026	Total
PS Stations	\$ 0.10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0.10
PS Master Plan	-	-	-	-	-	0.15	0.15
PS Vehicles	2.23	1.38	1.58	1.48	1.88	11.70	20.26
Defibrillators	0.04	1.54	0.12	0.04	0.08	2.49	4.31
Total	\$ 2.37	\$ 2.92	\$ 1.70	\$ 1.52	\$ 1.97	\$ 14.34	\$ 24.82

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

The Paramedic Services capital program includes \$24.8 million over the next 10 years, which is \$1.9 million lower than the 2016 10-year program due mainly to extending the vehicles replacement cycles based on actual performance. The program includes the following:

Paramedic Services Stations

The 2017 capital program includes an additional \$100,000 for the East Milton Paramedic Services station project. The East Milton station has a previously approved budget of \$1.5 million, however it requires additional funding for increased construction costs based on detailed design. This station is planned for construction in 2017.

Paramedic Services Master Plan

The 2017 capital budget and forecast includes the 2015 Master Plan (MO-14-15). The funding needs for the stations, new vehicles and defibrillators are included in the Paramedic Services capital program outlined above. Also, the proposed central reporting station and additional headquarters space requirements are included in the Asset Management capital budget as part of the long-term accommodation plan discussed in Report No. LPS-112-15. The next Paramedic Services master plan study update is planned for 2023.

Paramedic Services Vehicles and Equipment

The 2017 capital program includes \$20.3 million to purchase replacement and new vehicles and power stretchers/lift system for ambulances over the next 10 years. In 2017 the capital program includes \$2.2 million for vehicles replacements and new acquisitions (\$1.3 million) and new power stretchers (\$919,000). The \$1.3 million for vehicles replacements and new acquisitions has been provided for replacement of Ambulances and Emergency Response Units (ERU), as well as the purchase of a new Ambulance as set out in the 2015 Master Plan. The \$919,000 to fund the installation of power stretchers/lift systems is based on installing within 22 ambulances, as per the plan that was approved in the 2016 Budget. In addition, there is \$4.3 million to purchase new and replacement defibrillators over the next 10 years with \$39,000 identified in 2017. The \$1.5 million identified in 2018 is to replace the existing 36 and add 3 new defibrillators.

The Paramedic Services capital program is initially funded from reserves, which will be replenished from annual operating transfers. The 2017 Budget includes capital financing (i.e., transfer to reserves) of \$3 million, which represents a \$319,000 increase from 2016 Budget mainly to support the purchase of power stretchers and lift system.

Social & Community Services Department

The Social & Community Services Department delivers programs and services that enhance the quality of life for children, youth, families, adults and older adults.

Social & Community Services consists of 4 divisions: Children's Services, Employment and Social Services, Housing Services, and Services for Seniors; and is supported by Quality and Service Integration.

Budget Impacts

The 2017 Social & Community Services budget reflects a net increase of \$1.7 million or 2.2%. Included in the budget is a proposed strategic investment of \$600,000 recommended in the HRCIF which will enable more community organizations to provide programs and services that support the health, well-being and safety of a wide range of residents. There are also new investments in Housing programs reflected in the 2017 Budget, including a strategic investment for the Oakville Senior Citizen's Residence (OSCR).

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2017-2016	
Social & Community Services							
Children's Services	\$ 58,134	\$ (47,038)	\$ 270	\$ 11,366	\$ 11,503	\$ (137)	-1.2%
Quality & Service Integration	6,399	-	(65)	6,334	5,725	609	10.6%
Employment & Social Services	29,081	(22,782)	258	6,557	7,015	(458)	-6.5%
Housing Services	59,780	(19,348)	(3,319)	37,114	35,882	1,232	3.4%
Services for Seniors	63,851	(47,892)	2,120	18,079	17,583	496	2.8%
Total	\$ 217,245	\$ (137,060)	\$ (736)	\$ 79,449	\$ 77,707	\$ 1,743	2.2%
FTE				744	742	2	0.3%



Children's Services

The Children's Services Division works collaboratively with the community to promote the development of healthy children and families. The Division directly provides fee assistance for child care, services for children with special needs and operates 3 child care centres.

Budget Impacts

The 2017 Children's Services budget reflects a decrease of \$137,000 or 1.2%. Inflationary increases in program costs are partially offset by an anticipated increase in Ministry of Education (EDU) funding. As shown in the following table, the Region provides \$11.4 million to Children's Services, of which \$3.7 million is the legislated contribution to the program and \$7.7 million is an additional investment above the legislated contribution.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact			
Children's Services					Net Tax Impact	2017-2016	
Community Support	\$ 24,976	\$ (21,957)	\$ 96	\$ 3,114	\$ 2,883	\$ 232	8.0%
Child Care Services	23,491	(18,897)	45	4,640	5,203	(563)	-10.8%
Special Needs Child Development	9,667	(6,184)	128	3,611	3,417	194	5.7%
Total	\$ 58,134	\$ (47,038)	\$ 270	\$ 11,366	\$ 11,503	\$ (137)	-1.2%
FTE				105	105	0	0.0%

Community Support builds capacity and quality in the early learning and child care system through funding, professional learning, research, and community development. The Community Support program budget has increased by \$232,000 or 8.0%, including a strategic investment in the OKN of \$85,000 in support of a research associate, which together with community investments will provide a platform for open data that benefits the whole community.

The 2017 Budget also includes one-time provincial funding for service planning for OEYCFCs of \$132,000 with no net impact to the Region. Beginning in 2018, the Region will be responsible for the local management of OEYCFCs as part of the existing responsibility for the service system management of child care.

In 2016, the Children's Services Division distributed \$19.5 million of provincial child care investment directly to child care operators and staff through the General Operating Grant (GOG) (\$9.7 million) and WEGs (\$9.8 million). GOG supports the general operations of licensed child care in Halton. Halton Region implemented a funding model that supports 83 licensed child care operators including 1,860 eligible child care staff. WEG helps child care operators recruit and retain skilled child care professionals by narrowing the wage gap for comparable positions in full day kindergarten. As shown below, in 2016, 2,200 eligible child care employees benefitted from a \$2 per hour wage increase through WEG. The same number of child care employees will be supported through WEG in 2017.



As the service system manager, Halton partners with community stakeholders to ensure the most effective delivery of early learning and child care services. As shown below, in 2017 Halton Region and the Province will invest \$2.3 million to build system capacity and quality services, including early years and child care programs in Halton, through its partnerships with OKN and The Halton Resource Connection (THRC).

Quality First, a program of THRC, is an initiative that supports child care programs to improve the quality of their service. In 2017, 86% of licensed child care centres are projected to be enrolled in Quality First.

Community Support	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Licensed Child Care (LCC) spaces in Halton	21,450	22,500	25,200	27,700	27,700
Amount invested in General Operating Grants (GOG) for child care operators (\$000s)	\$8,900	\$9,400	\$9,700	\$9,700	\$9,200
Number of child care operators receiving General Operating Grants (GOG)	83	83	85	83	83
Amount invested in Wage Enhancement Grants (WEG) for child care staff (\$000s)	n/a	n/a	\$4,200	\$9,800	\$10,600
Number of full time child care staff receiving a Wage Enhancement Grant (WEG)	n/a	n/a	1,820	2,200	2,200
Amount invested in building system capacity inclusive of children, youth, parents and service providers (\$000s)	\$1,400	\$1,400	\$2,300	\$2,200	\$2,300
Percentage of Licensed Child Care (LCC) programs in Halton enrolled in Quality First (QF)	81%	79%	90%	86%	86%

Note: WEG program started in 2015

Child Care Services includes the Child Care Fee Subsidy program that determines eligibility and provides child care subsidies for families who are in receipt of Ontario Works benefits or who are low income. In 2017, 4,830 children are expected to access child care services through child care subsidies. As shown in the following chart, the Child Care Services budget has decreased by \$563,000 or 10.8%, primarily as a result of an anticipated increase in EDU funding of \$500,000.

Child Care Services			
\$000's	2017	2016	Change
Gross Cost			
Child Care Fee Subsidy	\$ 20,703	\$ 20,493	1.0%
Regional Child Care Centres	2,788	2,870	-2.9%
Total	\$ 23,491	\$ 23,363	0.5%
Subsidies & Revenue			
Child Care Fee Subsidy	\$ (16,749)	\$ (15,997)	4.7%
Regional Child Care Centres	(2,148)	(2,218)	-3.2%
Total	\$ (18,897)	\$ (18,215)	3.7%
Corporate Charges & Financing	\$ 45	\$ 55	-18.2%
Net Tax Impact			
Child Care Fee Subsidy	\$ 4,092	\$ 4,641	-11.8%
Regional Child Care Centres	548	562	-2.5%
Total	\$ 4,640	\$ 5,203	-10.8%

Over the past few years, the province has realigned a child care and early-years system, and provincial funding has been transitioning from the Ministry of Children and Youth Service (MCYS) to the EDU. During this time, due to uncertainty in provincial funding, the Region has increased its contribution to the child care program in order to ensure Halton's child care program remains high quality, seamless and responsive to parents' needs. In 2016, EDU confirmed 2016 funding which was \$7.0 million higher than the amount in the 2016 approved Budget and Business Plan, with no net impact to the Region (SS-09-16 re: Children's Services Division Program Change and Funding Update). The 2017 Budget includes an additional \$500,000 of anticipated funding in the Child Care Fee Subsidy program. Therefore, a \$500,000 reduction in the Regional funding has been reflected in the 2017 Children's Services budget.

The 3 directly operated Regional Child Care Centres (RCCCs) provide high quality child care, using a play-based curriculum to support the development of each child's learning. The RCCCs are also centres of excellence and demonstrate best practice in the Halton community. In 2016, RCCCs were toured by professionals from the EDU, colleges, school boards and child care administrators to observe the RCCC educator's successful implementation of Ontario's early year's curriculum framework.

The program also ensures the Region-owned child care centres are maintained in a state-of-good-repair by providing capital funding (detailed in Capital Budget section). There is a net decrease in the RCCC's net tax impact of \$14,000 due to increased fees.

Child Care Services	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Amount invested by the Province and Region in child care subsidies (\$000s)	\$19,380	\$19,152	\$19,836	\$20,493	\$20,703
Average annual cost per subsidized child care space	\$7,212	\$7,109	\$7,175	\$7,283	\$7,429
Percentage of child care spaces that are subsidized	8.3%	7.7%	6.9%	6.9%	6.9%
Average number of child care subsidy spaces	2,119	2,174	2,153	2,346	2,346
Number of children rotating through the child care subsidy spaces	3,965	4,794	4,480	4,830	4,830
Number of Regional Child Care Centre (RCCC) spaces	143	143	120	120	120
Regional contribution to the Regional Child Care Centres (RCCC) (\$000s)	\$601	\$554	\$511	\$562	\$548
Number of educational sessions provided by Regional Child Care Centres (RCCC) to community professionals	88	143	65	70	70

Special Needs Child Development provides interventions such as Behaviour Services, Developmental Services, Inclusion Services and Occupational Therapy to children with special needs and their families through direct and indirect services (groups, in home interventions, child care consultation) in partnership with community agencies. The Special Needs Child Development budget has increased by \$194,000 or 5.7% due to increases in program costs and without corresponding increases in provincial subsidies.

Special Needs Inclusion Services has expanded the programming age range to begin at 1 year through 12 years. This means that families with school age children with special needs can access before and after school based child care and receive supports. Halton Region provided the leadership for these changes and data to inform the process.

Special Needs Child Development	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Amount invested in children (birth to 12 years) with special needs (\$000s)	\$7,980	\$7,980	\$8,925	\$9,191	\$9,667
Number of children (birth to 12 years) in Licensed Child Care (LCC) with special needs	814	660	785	900	900

Quality & Service Integration

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

Budget Impacts

The 2017 Budget reflects a net increase of \$609,000 or 10.6% driven by a proposed investment of \$600,000 to the HRCIF.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2017-2016	
Community Development	\$ 2,997	\$ -	\$ -	\$ 2,997	\$ 2,361	\$ 636	26.9%
Professional Support	3,402	-	(65)	3,337	3,365	(27)	-0.8%
Total	\$ 6,399	\$ -	\$ (65)	\$ 6,334	\$ 5,725	\$ 609	10.6%
FTE				23	23	0	0.0%

Community Development works with numerous community partners to achieve better outcomes for Halton residents receiving social services. A key element of this work is the HRCIF. As shown in the following table, the Region has increased HRCIF funding by \$725,000 since 2014. An additional \$600,000 is included as a strategic investment in the 2017 Budget to expand the funding provided to non-profit human service programs that support the health and well-being of Halton residents. The increased Regional investment in the HRCIF will also support needs emerging from community safety and well-being planning.



The HRCIF is a 100% regionally-funded program that provides single and multi-year grants to community health and social service programs aligned with regional funding priorities. In 2016, HRCIF funded 55 programs in priority areas such as:

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

The number of HRCIF grants to community organizations doubled from 27 in 2015 to 55 in 2016.

Community Development	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Amount invested in community programs through the Halton Region Community Investment Fund (HRCIF) (\$000s)	\$703	\$703	\$852	\$1,428	\$2,028
Number of active HRCIF Grants	25	28	27	55	70

Professional Support provides services across the Social & Community Services Department in the areas of emergency management, policy and planning, quality assurance, service integration and program integrity including eligibility review, family support, revenue recovery and records management. The Professional Support budget has decreased by \$27,000 or 0.8% due to part of the training costs being centralized in Human Resources.

The Community Mobilization and Engagement strategy (COMMANDE) identifies and responds to high-risk situations to prevent the need for emergency or crisis interventions. COMMANDE 'Situation Tables' are comprised of HRPS, Halton Region, human service organizations and other stakeholders. COMMANDE responds to high-risk situations by connecting individuals and families to a variety of positive social and community supports resulting in reduced contact with police and other emergency or crisis driven services. Halton Region and HRPS are developing a Community Safety and Well-Being Plan (CSWP) to address risk factors identified through COMMANDE 'Situation Tables' and other related indicators. The funding for this program was incorporated in the 2015 budget.

Halton Region is committed to ensuring accountability in the delivery of its human services. The eligibility review team investigates allegations of potential misrepresentation for OW, Children's Services and Housing Services. Through these investigations it is projected that \$780,000 in overpayments are to be identified in 2017 and subject to recovery.

The provincial Social Benefits Tribunal hears appeals from people who have been determined to be ineligible for social assistance or disagree with decisions made during the administration of their assistance. Halton Region's position is upheld by the Social Benefits Tribunal (projected to be 85% upheld in 2017).

Professional Support	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of coordinated responses to high risk situations through the Community Mobilization and Engagement Strategy (COMMANDE)	n/a	48	163	178	189
Amount of overpayments identified by investigations into misrepresentation for clients in Housing Services, Children's Services, and Ontario Works (\$000s)	\$1,004	\$875	\$662	\$750	\$780
Percentage of social assistance review decisions upheld at Provincial Tribunal	88%	80%	83%	84%	85%

Employment & Social Services

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

Budget Impacts

The 2017 Employment and Social Services budget reflects a net decrease of \$458,000 or 6.5 % primarily as a result of an increase in OW upload savings and a corresponding offset by a proposed strategic investment in 2 additional staff resources to support the clients, staff and programs at the Burlington OW office and the Employment Halton office.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact			
Employment & Social Services					Net Tax Impact	2017-2016	
Employment Halton	\$ 3,500	\$ (2,508)	\$ -	\$ 992	\$ 867	\$ 125	14.4%
Ontario Works	24,078	(20,274)	258	4,061	4,591	(530)	-11.5%
Low Income Financial Benefits	1,504	-	-	1,504	1,557	(53)	-3.4%
Total	\$ 29,081	\$ (22,782)	\$ 258	\$ 6,557	\$ 7,015	\$ (458)	-6.5%
FTE				52	50	2	4.0%

Employment Halton provides services to the Region's job seekers and employers through programs designed to help individuals with barriers to employment become successful in obtaining and maintaining employment. As shown in the chart on the next page, Employment Halton continued to see steady growth in the number of clients accessing its programs and placed 215 job seekers directly into jobs in 2016. Mental health continues to be a significant barrier to employment for Employment Halton clients. Through the assistance of Mental Health Workers many clients have been able to reach their employment goals or access supports such as the Ontario Disability Support Program (ODSP).

The program budget for Employment Halton has increased by \$125,000 or 14.4%. This increase is primarily due to a strategic investment proposed for an additional Program Assistant to support clients, staff and programs in the Employment Halton office, including monitoring and recording Ministry required outcomes, oversight of the Employment Halton Resource Centre and coordinating employment related workshops and job fairs. There are also inflationary increases in program costs, including rent due to lease agreements.



Employment Halton	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Total Investment in Employment Halton (\$000s) (1+2+3)	\$2,980	\$2,654	\$2,654	\$3,414	\$3,500
Employment Halton Regional Investment (\$000s) (1)	\$952	\$447	\$429	\$1,012	\$994
Employment Halton Provincial Investment (\$000s) (2)	\$1,762	\$1,964	\$2,008	\$2,226	\$2,330
Employment Halton Federal Investment (\$000s) (3)	\$266	\$243	\$217	\$176	\$176
Number of clients that accessed Employment Halton Services	13,529	11,501	12,468	13,328	13,650
Number of clients that accessed Employment Halton Services Resource Centre	6,807	5,661	6,722	6,800	6,850
Number of clients that accessed Employment Halton Services Workshop	5,043	4,587	4,360	4,950	5,150
Number of clients that accessed Employment Halton Services Individual Support	1,679	1,253	1,386	1,578	1,650
Number of clients placed directly into a job by Employment Halton	259	234	88	215	215
Number of employers that partner with Employment Halton	130	150	180	266	300
Percentage of individuals employed or participating in an educational opportunity 12 months after leaving the program	n/a	69%	69%	69%	69%
Percentage of individuals granted Ontario Disability Support Program (ODSP) upon first application with the support of a Mental Health Worker	n/a	78%	84%	85%	85%
Number of individuals accessing mental health supports for assistance with reaching employment goals	n/a	182	262	310	350

Note: n/a - information is not available

Ontario Works (OW) is a provincially mandated program that provides financial assistance to eligible individuals and families. As shown in the following chart, the 2017 projected caseload is 1,995, 2.2% lower than the 2016 projected actual caseload.

The OW program budget has decreased by \$530,000 or 11.5% primarily due to savings of \$495,600 from the provincial uploading of OW benefits costs. 2018 is the last year for the OW upload savings. These savings are offset by a \$27,600 increase in OW benefit costs due to a 3% forecasted increase in caseload costs and a 1% rate increase as mandated by the Province. In 2017, the Province will be paying 97.2% of the OW program costs compared to 94.2% in 2016. There is also a budget increase due a strategic investment proposed for an additional Program Assistant to support clients, staff and programs in the Burlington OW office.

The total OW administration program budget for 2017 is \$6.7 million, of which \$3.2 million is funded by the Province and \$3.5 million is funded by the Region.

Ontario Works	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Average monthly number of Ontario Works recipients	1,921	1,878	1,987	2,040	1,995
Gross monthly cost per Ontario Works case	\$1,093	\$1,007	\$1,017	\$1,018	\$997
Average length of time clients received Ontario Works assistance (in months)	22	22	21	21	21
Average number of days to determine eligibility	6	6	8	8	6
Percentage of Ontario Works (OW) recipients with employment income	11%	12%	11%	13%	14%

Low Income Financial Benefits are 100% Regionally funded benefits that promote community well-being through a variety of supports for Halton residents who are in financial need. These supports are demand driven and include such programs as the Subsidized Passes for Low Income Transit (SPLIT), funerals, as well as other health related benefits for low income clients. The program budget has decreased by \$53,000 or 3.4%, as a result of the realignment of costs based on client demand.

The SPLIT program provides a Regional subsidy for low-income residents to enable them to access affordable transportation in Burlington, Milton and Oakville. The use of the SPLIT program continues to increase and 7,940 passes are expected to be purchased in 2016. The program implemented several improvements to meet more citizens' needs, which included the sale of individual tickets in addition to monthly passes.

Low Income Financial Benefits	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Regional investment in Subsidized Passes for Low Income Transit (SPLIT) (\$000s)	\$260	\$425	\$395	\$630	\$580
Number of Subsidized Pass for Low Income Transit (SPLIT) passes purchased	4,365	6,602	6,681	7,940	9,186
Regional investment in the Low-Income Program (\$000s)	\$181	\$157	\$292	\$230	\$230

Housing Services

The Housing Services Division provides programs across the full housing continuum ranging from emergency shelter through to the private market place. The Division has responsibility for the provision of assisted housing, homelessness prevention, and the operation of the HCHC.

Budget Impacts

The 2017 Budget reflects a net increase of \$1.232 million or 3.4%, primarily due to a \$410,000 increase for social housing providers based on provincial cost factors and a strategic investment of \$689,000 for the OSCR. The gross budget in 2017 has increased significantly due to \$3.4 million for SHIP, \$529,000 for IAH-E, \$500,000 for IAH – SIF and \$464,000 for SDV – PHB pilot, which are fully funded by subsidies and therefore have no budget impact.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact		Net Tax Impact	2017-2016
Housing Services							
Assisted Housing	\$ 51,722	\$ (12,526)	\$ (3,345)	\$ 35,851	\$ 34,619	\$ 1,232	3.6%
Homelessness	6,288	(4,996)	(30)	1,262	1,262	-	0.0%
HCHC	1,771	(1,826)	56	0	0	(0)	0.0%
Total	\$ 59,780	\$ (19,348)	\$ (3,319)	\$ 37,114	\$ 35,882	\$ 1,232	3.4%
FTE				40	40	0	0.0%

Assisted Housing is housing subsidized through a government program that is affordable for low-to-moderate income households. Assisted housing helps make rent affordable for lower-income individuals and families through capital programs such as the IAH, and through the provision of direct rental subsidy to social housing providers, private market landlords and Halton residents. Halton Region creates assisted housing opportunities for residents by acquiring new rental units through construction or rehabilitation. In most cases, Regional subsidies are provided to make rents more affordable.

The 2017 Budget includes the SHIP of \$3.4 million for critical repairs to existing social housing buildings. In addition, a new provincial investment of \$464,000 for the SDV - PHB pilot that will provide housing subsidies and pay for first and last month's rent for survivors of domestic violence in Halton's private market place. These new programs have been reflected in the 2017 Budget with no net impact to the Region.



Key assisted housing subsidies provided by Halton Region include:

- Rent-geared-to-income (RGI): a subsidy offered to low-to-moderate income Halton residents selected from the Halton Access to Community Housing (HATCH) waitlist. The subsidy is calculated based on 30% of total household income. In 2017, Halton is anticipated to provide 4,187 RGI subsidies.

- Halton In-situ Program (HIP): a portable housing subsidy provided directly to vulnerable Halton residents on the HATCH waitlist to assist them with their ongoing rental costs. In 2016, 215 Halton residents received a HIP subsidy and this number continues to grow. The Region is projected to assist 260 residents for 2017. HIP allows Halton residents to remain in their homes and communities where they have established social support networks.
- Halton Rental Assistance Program (HRAP): provides funding directly to private market landlords and community agencies to make rent affordable to HATCH clients. In 2016, Halton funded 255 rent supplement opportunities and this will continue to grow to an estimated 344 in 2017.

Assisted Housing also includes an investment of \$689,000 for the OSCR (inclusive of the 2017 provincially-mandated housing provider cost factors) in accordance with Report No. SS-20-16 re: Oakville Senior Citizens Residence Governance Agreement. This strategic investment will provide OSCR with the necessary base capital and operating budget to operationalize the new arrangement effective January 1, 2017.

Assisted Housing	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Total net operating budget for assisted housing opportunities (\$000s)	\$31,424	\$32,545	\$33,819	\$34,619	\$35,851
Total stock of assisted housing	4,454	4,537	4,858	5,063	4,959
Rent-Geared-to-Income (RGI)	4,376	4,373	4,414	4,455	4,187
Halton In-Situ Program (HIP)	-	30	151	215	260
Halton Rental Assistance Program (HRAP)	78	134	163	255	344
Other assisted housing units	130	130	130	138	168
New assisted opportunities in Halton (Cumulative total opportunities since 2007)	894	986	1,161	1,362	1,466
Annual investment in assisted housing stock (\$000s)	\$500	\$6,050	\$9,724	\$19,925	\$13,575
Percentage of new investment that is Regional funding	-	-	51%	68%	64%
Percentage of new investment that is Federal/Provincial funding	100%	100%	49%	32%	36%
Number of applicants on the Halton Access to Community Housing (HATCH) waitlist	4,179	3,906	3,460	3,400	3,350
Percentage of Halton Access to Community Housing (HATCH) waitlist applicants who are Halton residents	49%	51%	49%	42%	40%

The 2017 Budget includes an increase in provincial funding for the IAH-E of \$529,000 to supplement the program for new housing units, homeownership opportunities and renovation grants for homeowners. In addition \$500,000 is included for the IAH-SIF to provide rent supplements to tenants and to increase new housing units for Halton residents. These programs have been reflected in the 2017 Budget with no net impact to the Region.

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

The 2017 Budget includes an increase for the CHP1 of \$569,000 for homelessness related programs from the Province and \$293,000 for the Homelessness Partnering Strategy Enhancement (federal funding) over 2 years.

In 2016, Homelessness Prevention programming provided 7,655 supports to vulnerable Halton residents. Homelessness Prevention includes the following programs:

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

These programs focus on early interventions that prevent Homelessness. As shown in the chart, in 2017 it is estimated that 4,385 residents who access these supports will be able to remain permanently housed 6 months after receiving financial assistance with housing-related costs.

The Emergency Shelter program provides temporary shelter and services to individuals and families experiencing homelessness. In 2016 and continuing into 2017, the occupancy rates for emergency shelters remain high. Through Regional initiatives the number of individuals and families moved from emergency shelter to permanent housing continues to increase.

Homelessness	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of homelessness prevention supports provided	n/a	6,471	7,631	7,655	7,820
Housing Stability Fund (HSF)	n/a	3,645	4,805	4,800	4,900
Transitional Housing	n/a	467	318	250	250
Halton Housing Help (HHH)	n/a	619	802	900	965
Housing First (HF)	n/a	0	21	20	20
Housing with Related Supports	n/a	1,740	1,685	1,685	1,685
Emergency single shelter occupancy rate	n/a	80%	80%	80%	80%
Emergency family shelter occupancy rate	n/a	n/a	106%	95%	95%
Number of individuals and families that remain permanently housed 6 months after receiving funding support	n/a	2,047	4,023	4,285	4,385
Number of individuals and families moved from emergency shelter to permanent housing	n/a	618	738	805	855

Halton Community Housing Corporation (HCHC) provides property management, tenant and community relations services to residents in our rent-geared to income and market rent units. \$1.8 million in gross costs represent the tenant services portion of HCHC which provides a range of programs that support the quality of life for HCHC tenants including community development and tenant relations. The gross cost of \$26 million is fully recovered by HCHC and approved by the HCHC Board of Directors.

HCHC currently manages 32 communities (2,328 units) in Halton with more to come on stream in 2017 with the occupancy of new condominiums. These communities include townhouses, apartments, condominium units as well as single and semi-detached dwellings. HCHC is a landlord with a community responsibility and as such provides residents with access to activities that support an enhanced quality of life.

HCHC balances fiscal responsibility with keeping vulnerable populations housed. This is achieved through the Evictions Prevention and Safe Communities policies. Despite this some residents have arrears. HCHC works to implement repayment plans to assist residents with keeping their tenancies in good standing.

In 2017, HCHC will undertake approximately 40 capital projects to ensure its properties remain in a state-of-good-repair. These projects maintain our assets while also improving the resident experience.

Halton Community Housing Corporation (HCHC)	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Total gross operating budget for Halton Community Housing Corporation (HCHC) (\$000s)	\$21,814	\$22,541	\$22,171	\$22,380	\$26,832
Number of units in the Halton Community Housing Corporation (HCHC) portfolio	2,300	2,300	2,300	2,300	1,961
Number of Regional units managed by the Halton Community Housing Corporation (HCHC)	-	-	-	28	85
Percentage of total households who are in arrears	7%	7%	6%	6%	6%
Asset management state of good repair spending (\$000s)	\$4,661	\$3,501	\$1,745	\$2,920	\$6,342
Asset management state of good repair capital projects	26	16	15	27	40

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

Services for Seniors

The Services for Seniors Division is responsible for providing a wide range of medical and non-medical support services designed to meet the specific needs of its residents and clients. The Region operates three accredited Long-Term Care homes; (Allendale, Creek Way Village and Post Inn Village) that provide skilled nursing care and activities of daily living supports to 572 individuals or 8% of Halton population over the age of 75. The Division also provides Supportive Housing and Adult Day programs that enable older adults to live in their own homes and maintain their independence.

Budget Impacts

The 2017 Services for Seniors budget reflects a net increase of 2.8% or \$496,000. This increase is driven by increased costs at the Long-Term Care homes, including wages, raw food and building maintenance. These increases are partially offset by increased provincial subsidy. The 2017 projected cost per bed/day is \$279 which is in line with other municipally-run Long-Term Care homes in the province.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2017-2016	
Services for Seniors							
Long-Term Care Homes	\$ 58,849	\$ (43,104)	\$ 1,798	\$ 17,544	\$ 17,079	\$ 465	2.7%
Supportive Housing	3,789	(3,720)	257	326	318	8	2.4%
Adult Day Programs	1,213	(1,069)	65	208	186	23	12.3%
Total	\$ 63,851	\$ (47,892)	\$ 2,120	\$ 18,079	\$ 17,583	\$ 496	2.8%
FTE				523	523	0	0.0%



Long-Term Care Homes provide high quality care and accommodation to older adults who are no longer able to live on their own through 553 Long-Term Care beds, 2 respite beds, and 17 convalescent care beds. The Meals on Wheels program, included in the Long-Term Care homes services, prepares meals for older adults in the Milton and Halton Hills communities. The 2017 Budget for Long-Term Care homes includes a net increase of \$465,000 or 2.7% as a result of increased program costs including wages, raw food and building maintenance. These cost increases are partially offset by an increase in provincial subsidy for change in Case Mix Index and per diem funding inflationary increases. The MOHLTC defines the Case Mix Index as a numeric value assigned to a Long-Term Care home and is used as a measure of the average care requirements of residents.

The 2017 program budget also includes an additional \$50,000 contribution to the LTC Facility Equipment replacement reserve in support of the equipment replacement needs of the long term care facilities in the Capital Budget (detailed in the Capital Budget section). The 2017 Services for Seniors 10-year capital program is a projected cost of \$6.5 million, with \$650,000 planned for 2017. In addition, the Region expects to continue to receive a total of \$1.4 million in provincial capital subsidies in 2017, which will be transferred to the Regional capital reserve to repay the Region's initial financing of the long-term care homes. This is consistent with the funding strategy for long-term care homes. The Region invested \$58.0 million in the construction of the Post Inn Village and Creek Way Village long-term care homes between 2000 and 2005. The provincial capital subsidy is expected to continue over the next 10 years. The table below sets out the operating impacts of the Long-Term Care homes.

Long-Term Care Homes				
\$000's	2017		2016	
	\$	FTE	\$	FTE
Gross Cost				
Allendale	\$ 21,333	178	\$ 20,838	178
Creek Way Village	14,778	119.9	14,400	119.9
Post Inn Village	21,876	178.5	21,389	178.5
PIV Convalescent Care	648	4.9	631	4.9
Meals on Wheels	213	1.2	211	1.2
Total	\$ 58,849	482.2	\$ 57,469	482.2
Subsidies & Revenue				
Allendale	\$ (14,441)		\$ (14,127)	
Creek Way Village	(11,143)		(11,002)	
Post Inn Village	(16,827)		(16,538)	
PIV Convalescent Care	(552)		(537)	
Meals on Wheels	(140)		(137)	
Total	\$ (43,104)		\$ (42,342)	
Corporate Charges & Financing	\$ 1,798		\$ 1,952	
Net Tax Impact				
Allendale	\$ 7,490		\$ 7,405	
Creek Way Village	4,137		3,896	
Post Inn Village	5,748		5,610	
PIV Convalescent Care	96		94	
Meals on Wheels	73		73	
Total	\$ 17,544		\$ 17,079	

As shown in the following table, in 2016 over 280 residents were admitted to the Regional Long-Term Care homes and they had an overall resident satisfaction rating of 99.6%.

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

Long-Term Care Homes	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Total gross operating cost of the 3 Regional Long-Term Care Homes (\$000s)	\$54,513	\$56,702	\$57,353	\$57,849	\$58,849
Percentage of Long-Term Care Homes operating budget from Regional investment	30%	30%	29%	29%	29%
Cost of a bed/day in Regionally operated Long-Term Care Homes	\$261	\$272	\$274	\$278	\$279
Percentage of residents satisfied with the Long-Term Care Homes as a place to live as reported to the Ministry of Health and Long-Term Care	98.3%	98.6%	99.6%	99.0%	99.0%
Number of admissions to Regionally operated Long-Term Care Homes	270	280	280	286	291
Percentage of municipal long-term care beds per population over 75 years of age	8.0%	8.0%	8.0%	8.0%	7.8%
Allendale - Funded CMI	100.3%	101.5%	100.9%	101.2%	101.2%
Post Inn Village - Funded CMI	96.0%	99.2%	102.8%	102.1%	102.1%
Creek Way Village - Funded CMI	104.1%	106.3%	112.3%	110.6%	110.6%

Supportive Housing Programs provide in-home care and support to older adults living in four designated housing buildings (Bruce Apartments, John R. Rhodes, Bonnie Place, Wellington Terrace). In 2016, the Supportive Housing Programs provided personal support services to 245 Halton residents allowing them to remain safely living at home. The Supportive Housing program was recognized by 100% of its clients as a program that meets their needs and allows them to remain living in the community. The 2017 Budget includes a net increase of \$8,000 or 2.4%. Support Housing Programs also includes funding for the final phase of wage enhancement of the Personal Support Services (PSSs), with no net impact to the Region.

Supportive Housing	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Total gross operating cost of Supportive Housing (\$000s)	\$3,160	\$3,362	\$3,788	\$3,902	\$3,971
Amount of Regional funding for Supportive Housing Programs (\$000s)	\$262	\$276	\$155	\$291	\$338
Amount of LHIN funding for Supportive Housing Programs (\$000s)	\$2,898	\$3,087	\$3,633	\$3,611	\$3,633
Number of clients served at Regionally operated Supportive Housing locations	210	237	240	245	250
Number of clients served at Bonnie Place	56	55	60	61	62
Number of clients served at Wellington Terrace	46	53	62	61	62
Number of clients served at Bruce Apartment	56	64	56	61	63
Number of clients served at John Rhodes Residence	52	65	62	62	63

Adult Day Programs provide day-time social and therapeutic recreational programming for older adults living in the community. In 2017, Adult Day Program will provide daily living supports to approximately 140 individuals. The 2017 budget includes an increase of \$23,000 or 12.3%, as a result of increases in program costs without an increase in provincial subsidy.

The Adult Day Programs have seen a consistent increase in the number of referrals to the program and anticipates that this trend will continue. Participants are utilizing multiple service days per week to support their increased need, thereby limiting the number of clients that can be served. This program received a 100% overall satisfaction rating in 2015.

Adult Day Programs	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Total gross operating cost of Regional Adult Day Programs (\$000s)	\$965	\$1,119	\$1,166	\$1,250	\$1,277
Number of clients served	165	170	142	140	140
Number of applications to Adult Day Programs	73	84	96	102	105

Legislative & Planning Services Department

Legislative and Planning Services consists of 5 divisions: Planning Services, Economic Development, Legal Services, Regional Clerk & Council Services and Asset Management.

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

Budget Impacts

The Legislative & Planning Services net 2017 Budget is \$14.7 million, which includes Planning and Economic Development. This is an increase of \$1.7 million or 13.5%. Legislative & Planning Services also includes Corporate Administration Services which is comprised of Legal Services, Regional Clerk & Council Services and Asset Management; all of which have a net tax impact charged to program departments of \$27.1 million. This is an increase of \$1.4 million or 5.4%.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2017-2016	
Legislative & Planning Services	\$ 13,762	\$ (1,266)	\$ (313)	\$ 12,182	\$ 10,688	\$ 1,494	14.0%
Planning Services							
Economic Development	2,673	(173)	71	2,571	2,312	259	11.2%
Total	\$ 16,435	\$ (1,440)	\$ (242)	\$ 14,753	\$ 13,000	\$ 1,753	13.5%
FTE				65	64	1	1.6%



\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2017-2016	
Corporate Administration							
Legal Services	\$ 5,730	\$ (236)	\$ (349)	\$ 5,146	\$ 5,209	\$ (63)	-1.2%
Regional Clerk & Council Services	1,813	(2)	-	1,811	1,789	21	1.2%
Asset Management	22,497	(2,314)	-	20,183	18,750	1,433	7.6%
Program Costs	\$ 30,041	\$ (2,552)	\$ (349)	\$ 27,139	\$ 25,748	\$ 1,392	5.4%
Program Recoveries	(27,139)	-	-	(27,139)	(25,748)	(1,392)	5.4%
Total	\$ 2,901	\$ (2,552)	\$ (349)	\$ -	\$ -	\$ -	-
FTE				113	111	2	1.8%

Planning Services

The Planning Services Division is responsible for Regional land use planning, growth management and environmental protection through development and implementation of the 2009 ROP. The 2009 ROP is implemented through community planning review, the development Allocation Program and the securement of affordable housing. Planning services leads the Region's community and corporate sustainability initiatives and the implementation of the Region's heritage resources master plan.

Budget Impacts

The Planning Services 2017 Budget reflects a net increase of \$1.5 million or 14.0% as described below. The 14.0% increase is mainly driven by strategic investments to support intensification development and community improvement planning and funding for the waterfront master plans and 2009 ROP implementation as described below.

Planning Policy Development & Implementation is responsible for Regional land use planning and growth management through development and implementation of the 2009 Regional Official Plan (ROPA 38). The 2017 program budget results in an increase of \$217,000 or 7.9% mainly driven by 2 strategic investments proposed for Community Improvement Plans and 1 Intermediate Planner-Intensification to facilitate development/redevelopment of local intensification areas, urban growth centres, mobility hubs/major transit station areas, and intensification corridors in accordance with the ROP.



\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2017-2016	
Planning Services							
Planning Policy Development & Implementation	\$ 2,931	\$ (0)	\$ 26	\$ 2,957	\$ 2,739	\$ 217	7.9%
Development Approval	5,602	(923)	(153)	4,526	3,567	959	26.9%
Environmental Protection	3,428	(269)	(243)	2,917	2,695	222	8.2%
Halton Region Museum & Heritage Services	1,801	(74)	56	1,783	1,687	96	5.7%
Total	\$ 13,762	\$ (1,266)	\$ (313)	\$ 12,182	\$ 10,688	\$ 1,494	14.0%
FTE				53	52	1	1.9%

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

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

As part of the Places to Grow initiative to plan for healthy and prosperous growth throughout Ontario, the province's Growth Plan requires municipalities to accommodate a significant portion of future growth through intensification to create more compact, vibrant and complete communities. The Growth Plan establishes an intensification target, which specifies that by 2015 and each year thereafter, a minimum of 40% of new residential development will occur within the built-up areas of each upper- or single-tier municipality. Halton is projecting to be on target in 2016 and will remain on target in 2017 as shown in the table below.

Planning Policy Development & Implementation	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
50% Percent of Region Maintained in Natural Heritage System	Yes	Yes	Yes	Yes	Yes
Percent of Growth in Intensification Areas	32%	38%	36%	40%	40%

Development Approval reviews and provides professional advice and recommendations on all local municipality planning applications, prepares area servicing plans and examines the use and opportunities for Region-owned properties.

The 2017 program budget results in a \$959,000 or 26.9% increase due mainly to planned increases of \$962,000 in capital financing for the Burlington Beach Regional Waterfront Park (\$522,000); Burloak Waterfront Plan 5-year payback (\$300,000), and Bronte Waterfront Plan 5-year payback (\$140,000).

The numbers of development applications shown in the chart below are affected by economic conditions, timing of the Regional Allocation Program and the local municipal development review process. It is anticipated that the level of activities in 2017 will remain similar to 2016.

Development Approval	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Development Applications	900	838	878	795	800
Number of New Housing Completions	3,212	3,619	2,211	3,000	3,000

Environmental Protection includes the forestry, ecology, hydrology portfolios, ensures the Corporate Sustainability Action Plan is prepared and implemented, and provides integrated web-mapping services in support of the 2009 ROP (ROPA 38). 50% of the Region has been maintained and will continue to be maintained in a natural heritage system. The 2017 Budget is increasing by \$222,000 or 8.2% mainly driven by a strategic investment proposed to implement the Biodiversity Strategy for the Halton Regional Forests based on increased revenue from Dufferin Aggregates with no impact to Halton. In addition there was an increase in funding of \$80,000 in Planning Services to support the implementation of the 2009 ROP, and an increase of \$16,022 for the Cootes to Escarpment EcoPark System 5-Year Extension (LPS50-16).

The Woodlands Stewardship Program was developed to assist landowners with the establishment, rehabilitation and management (Stewardship) of forested areas. As seen in the table below, it is estimated that the applications for 2017 will remain relatively similar to prior years.

Environmental Protection	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Applications for the Woodlands Stewardship Program	16	23	22	25	20

Halton Region Museum is responsible for collection, product development and management in support of the implementation of the Region's Heritage Resources Master Plan. The 2017 Budget results in a \$96,000 or 5.7% increase, which is driven by an additional budget provision provided for exhibit development as the program moves forward to enhance the museum as a tourist attraction based on the Halton Region Museum Master Plan.

Planning Services Capital Budget & Forecast

The 2017 Budget also provides funding to support the following capital projects.

Planning Services Capital Program							
(\$ Millions)	2017	2018	2019	2020	2021	2022 - 2026	Total
ROP Update & Implementation	\$ 1.00	\$ 1.35	\$ 0.35	\$ 0.35	\$ 0.35	\$ 5.80	\$ 9.20
Planning Litigation - OMB and Other Hearings	3.00	1.00	1.00	2.50	1.00	7.00	15.50
Burlington Waterfront Master Plan Implementation	4.87	6.50	2.72	16.00	0.80	14.65	45.54
Burloak Waterfront Park	2.86	-	0.55	-	-	-	3.41
Forest Management Program	0.06	-	0.01	-	0.01	0.02	0.10
Assisted Housing Development	10.60	11.85	9.75	9.00	9.40	50.10	100.70
Halton Heritage Centre	-	8.00	-	-	-	-	8.00
Vehicle Replacement	-	-	0.03	-	-	0.03	0.06
Total	\$ 22.38	\$ 28.70	\$ 14.41	\$ 27.85	\$ 11.56	\$ 77.60	\$ 182.51

Schedule may not add due to rounding.

The \$182.5 million 10-year Planning Services capital program is \$13.4 million higher than the 2016 program mainly due to the inclusion of additional provincial subsidy of \$5.7 million anticipated from the IAH-E program to acquire new assisted and affordable housing units in the Region's Assisted Housing Development program, an increase of \$5.5 million for the Burlington Beach Waterfront Master Plan implementation as approved in the Waterfront Master Plan (LPS54-15 & LPS59-15) and the addition of \$1.4 million for the Locals' contribution (Burlington and Oakville) to implement the Burloak Waterfront Master Plan (LPS13-14).

The ROP Update and Implementation requires \$9.2 million over the next 10 years with \$1.0 million allocated in 2017. The 5-year plan updates will be undertaken in 2019 and 2024, which will also address policy updates of the Greenbelt Plan, Places to Grow, and the Provincial Policy Statement. The ROP Implementation will address implementation issues arising from the 5-year plan updates. This program will be financed from DCs (49.5%) and the Tax Capital Reserve, which will be replenished from annual operating transfers.

The total 10-year budget allocated for Planning Litigation (OMB & Other hearings) is \$15.5 million to support a number of pending or likely OMB and Joint Board Hearings. The significant hearings in 2017 are: defending ROPAs 38 & 43, Hidden Quarry, CN Logistic Hub, Glen Abbey, and North Aldershot/Eagle Heights.

The 2 waterfront projects require \$48.9 million over the 10-year period. Of the \$48.9 million, \$45.4 million is related to the implementation of the Burlington Beach Waterfront Master Plan (LPS54-15 & LPS59-15), and \$3.4 million to implement the Burloak Waterfront Master Plan (LPS13-14).

The Forest Management program requires \$95,000 over the next 10 years to address improvements to the Regional Forests as set out in the Regional Forest Master Plan (PPW96-06). The required funding is provided from the Forest Agreement reserve, which is supported by an aggregate lease (Cox Tract Haul Route) and royalty revenues collected in the operating budget.

The Assisted Housing Development program requires \$100.7 million over the next 10 years, with \$10.6 million allocated in 2017, to deliver new assisted and affordable housing units in Halton in accordance with the updated CHS (SS-21-13). This includes \$5.7 million of anticipated provincial subsidy for the IAH-E program, with \$2.1 million in 2017. The balance of this program (\$95.0 million) will be funded from the Housing New Units reserve, and DCs.

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

Based on the above, the total capital financing included in the 2017 Budget totals \$2.8 million, which is a \$1.0 million increase from the 2016 Budget.

Economic Development

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

Budget Impacts

The Economic Development 2017 budget reflects a net increase of \$259,000 or 11.2% as described below.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2017-2016	
Economic Development							
Business Attraction & Retention	\$ 1,890	\$ (8)	\$ 71	\$ 1,954	\$ 1,778	\$ 176	9.9%
Small & Medium Enterprise Development	692	(165)	-	528	453	75	16.5%
Tourism Attraction	91	(1)	-	90	82	8	9.5%
Total	\$ 2,673	\$ (173)	\$ 71	\$ 2,571	\$ 2,312	\$ 259	11.2%
FTE				12	12	0	0.0%

Business Attraction & Retention is responsible for promotion, researching market trends and activities to report on Halton's economic conditions, and providing companies with assistance and information. As shown in the table, the non-residential building space created in Halton has been increasing based on ongoing economic growth that has resulted in strong activity across the industrial, office and retail asset classes. As a result of this economic growth, the annual growth in the number of businesses in Halton has increased steadily, as has the number of jobs.



The 2017 program budget is increasing by \$176,000 or 9.9% mainly driven by the reallocation of advertising support costs. There is also a reduction of \$67,000 as the Region will not pursue funding for foreign direct investment activities from Invest Canada – Community Initiatives (ICCI) due to the Region's involvement in the new Toronto Global FDI Agency.

Business Attraction & Retention	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Amount of Non-Residential Gross Floor Area Built in Halton (Million Sq. Ft.)	2	3	5	3	4
Annual Growth in the Number of Businesses in Halton	12,701	13,193	13,259	13,617	13,984
Annual Growth in Number of Jobs in Halton (000s)	210	218	220	226	232

Small & Medium Enterprise Development creates and delivers outreach programs and provides resource access as guided by the Region's 2012-2021 Economic Development Strategy. The service delivery also includes consultation, training and mentoring for entrepreneurs/small business owners in support of partnership development. New and small business consultations typically occur within 7 business days following a request and it is anticipated that the number of consultations conducted annually will remain relatively flat in 2017 at 790 consultations.

The 2017 program budget is increasing by \$75,000 or 16.5% in program support costs for the Small & Medium Enterprise program, which is partially offset by an increase of \$48,000 in provincial subsidies primarily from Ontario Ministry of Economic Development and Growth for the Small Business Centre, Starter Company Youth Entrepreneurship Program (expires March 31, 2017) and Summer Company Youth Entrepreneurship program.

Small & Medium Enterprise Development	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of unique Small Business Consultations Conducted Annually	878	821	780	850	790

Tourism Attraction promotes the tourism experience in Halton by highlighting agri-tourism, sports tourism, the escarpment and the waterfront. With its lush natural surroundings, 25 km of waterfront along Lake Ontario and convenient location between Toronto and Niagara Falls, Halton Region is truly positioned for tourism investment. Approximately 8 million residents are within a 1-hour drive of the region's parks, conservation areas and outdoor recreational activities. Whether they are nature lovers, adventurous outdoor enthusiasts, or people who just enjoy small-town charm, visitors and residents take pleasure in the choices Halton offers for leisure and entertainment.

The Tourism Attraction 2017 budget is increasing by \$8,000 or 9.5% due primarily to a reduction in Program Revenues as tourism industry participants are no longer charged for their involvement in the Pumpkins to Pastries trail and a move away from hosting ticketed tourism consumer events.

As can be seen in the table below, visitors to the Region's Discovering Halton Webpage has increased over the years suggesting that Halton is on track to attract tourists at a growing pace. An Industry Client Satisfaction survey, related to the Region's Tourism Oriented Directional Signage (TODS) Program and Customer Services, will be targeted in 2017.

Tourism Attraction	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Annual Growth in Discovering Halton Webpage Views (000s)	190	223	207	211	216
Annual Growth in the Number of Industry and Consumer Participants in Halton Agri-Tourism Events	200	450	650	1,000	1,100

Public Works Department - Tax

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

Budget Impacts

The 2017 Budget is increasing by \$1.7 million or 1.9%, contributed by a \$62,000 increase for Waste Management and a \$1.68 million increase for Road Operations as discussed below.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact			
Waste Management & Road Operations					Net Tax Impact	2017-2016	
Waste Management	\$ 47,495	\$ (6,954)	\$ 863	\$ 41,404	\$ 41,341	\$ 62	0.2%
Road Operations	66,367	(371)	(14,705)	51,291	49,608	1,683	3.4%
Total	\$ 113,862	\$ (7,325)	\$ (13,842)	\$ 92,694	\$ 90,949	\$ 1,745	1.9%
FTE				77	77	-	0.0%



Waste Management

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

Budget Impacts

The 2017 Waste Management Budget reflects a net increase of \$62,000 or 0.2%, which is required to maintain existing levels of service. Details are discussed below.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2017-2016	
Waste Management							
Collection	\$ 27,075	\$ (4,714)	\$ 766	\$ 23,127	\$ 23,374	\$ (247)	-1.1%
Processing / Transfer	9,009	(202)	-	8,807	8,655	152	1.8%
Residual Management	11,411	(2,038)	97	9,470	9,312	157	1.7%
Total	\$ 47,495	\$ (6,954)	\$ 863	\$ 41,404	\$ 41,341	\$ 62	0.2%
FTE				39	39	-	0.0%

Halton's robust waste management strategy to reduce the amount of waste going to landfill each year is having an impact, and along with the efforts of residents, Halton Region continues to be a leader in waste diversion. The rising diversion rate is targeted at 60% in 2017 and has helped Halton extend the landfill lifespan and defer the significant capital investment required to expand the landfill capacity.



Collection services include residential pickup of garbage, blue box, organics, bulk waste, yard waste and Christmas trees. The 2017 Budget is decreasing by \$247,000 or 1.1%, largely driven by the collection contracts budget adjustment to reflect renewal for residential and front-end garbage collections as approved in Report No. PW-05-15 (re: 2015 Budget Overview – Halton Regional Police Service) & Report No. PW-37-15 (re: Contract Award for Front-End Solid Waste Collection Services). As shown below, the total waste collection tonnages average 170,000 metric tonnes over the past 4 years. The collection costs per metric tonne are increasing due to the increase in the contract price along with the annual price adjustment for inflation. The customer satisfaction for the collection of garbage and recycled materials continues to be a priority.

Collection	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Resident Complaints Received Regarding the Collection of Waste Materials per 1,000 Households	76	66	51	65	60
Metric Tonnes of Solid Waste Collected	171	173	171	169	171
Average Cost / Metric Tonne of Materials Collected	\$126	\$123	\$121	\$130	\$136

Processing/Transfer services represents the programs that support the diversion of waste material from landfills. The 2017 program budget is increasing by \$152,000 or 1.8% due to a combination of organic processing costs and modest increase in organic tonnes. The market price of recycled materials is expected to be stable in 2017. As shown in the following table, the cost to process recyclables (\$59/T) is much less than the cost to process green bin material (\$145/T). This is primarily due to the ability to recover revenue from the recyclables to offset the processing costs.

Processing / Transfer	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Market Price of Recycled Materials per Tonne	\$107	\$117	\$105	\$112	\$110
Average Cost of Recyclables Processed (per Metric Tonne)	\$57	\$60	\$59	\$58	\$59
Average Cost to Haul and Process Green Bin Material	\$117	\$131	\$136	\$137	\$145

Residual Management facilitates the operation, maintenance and repair of open and closed landfills within the Region. The 2017 Budget is increasing by \$157,000 or 1.7% to support financing of equipment and vehicle replacements. In 2016, the Region's landfill site was opened for a limited period as a pilot project. Based on the results of this pilot, the 2017 Budget provides a strategic investment of \$60,000 to open the landfill site on Sundays from May to June. As shown below, Halton's waste diversion rates continue to increase resulting in an extension of the life of the existing landfill. The original life expectancy of the landfill opened in 1992 was 20 years or until the year 2012. The landfill is now projected to last 48 years to 2044. The upward trends in the average cost of managing garbage at landfill are due mainly to the declining tonnages while the program cost remains relatively stable to maintain a state-of-good-repair of landfill assets.

Residual Management	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Tonnes of Waste (including Residual) Managed and/or Handled at Landfill	90,585	90,459	88,905	85,825	86,620
Halton Waste Management Site Tip Fee	\$152	\$154	\$157	\$165	\$165
Residential Solid Waste Diversion Rate	55.8%	58.2%	59.0%	60.0%	60.0%

Capital Budget & Forecast

The 2017 Waste Management budget provides funding to support the following capital projects.

Waste Management Capital Program							
(\$ Millions)	2017	2018	2019	2020	2021	2022 - 2026	Total
Cell Construction & Gas System	\$ 0.20	\$ 0.42	\$ 2.56	\$ 0.21	\$ 15.30	\$ 4.04	\$ 22.71
Buffer Lands & Other	0.10	0.78	0.50	0.20	0.50	1.38	3.46
Transfer Facility (Organics Prgrm)	0.10	-	7.10	-	-	-	7.20
Closed Landfill Studies, SCADA, etc	-	0.41	0.23	0.30	-	0.60	1.54
Studies, Technology & Other	0.32	-	-	-	0.20	0.72	1.24
Equipment & Vehicles	1.17	0.26	0.20	0.25	0.79	2.50	5.17
Total	\$ 1.89	\$ 1.86	\$ 10.58	\$ 0.95	\$ 16.79	\$ 9.24	\$ 41.30

Schedule may not add due to rounding.

The \$41.3 million 10-year Waste Management capital program is \$1.0 million lower than the 2016 program mainly due to the deferral of the Interim Transfer Station Relocation to 2027 offset by increases to the Solid Waste Management Strategy due to the newly approved *Waste Free Ontario Act*.

A total of \$22.7 million has been identified for the landfill cell constructions and gas system installations over the next 10 years, including \$15.0 million for Cell 4 West construction in 2021 and \$2.5 million design for the Cell 4 East Construction in 2025.

In addition, \$7.2 million has been earmarked for Transfer Facility construction in 2019 to support growth and timely collection of Green Cart/Blue Box material. As set out in Contract Extension, Report No. PW-23-13 (re: Processing of Source Separated Organic Waste) the Region was able to secure processing capacity through a contract extension with AIM Waste Management Inc. and the City of Hamilton for materials collected through the Green Cart program. The contract extension is for a 4-year period which would expire in 2018 with an option to extend to 2020. In order to ensure the sustainability of the program beyond 2018, the 2017 Budget forecast includes \$7.2 million. Of the \$7.1 million, \$100,000 is required in 2017 to undertake a feasibility study to assess options of extending the contract with the City of Hamilton or building Halton's facility in 2019. The capital plan will be adjusted based on the outcome of the study in the future budget process.

The remaining program also includes buffer land purchases (\$3.5 million), vehicles and equipment (\$5.2 million for bulldozers and compactors etc.) and studies, structural maintenance at the Halton Waste Management Site and closed landfills (\$2.8 million).

Funding for the program is initially provided from capital reserves (i.e., Tax Capital, Vehicle and Equipment reserves), which are then replenished through annual operating contributions. The 2017 Operating Budget continues to provide \$6.8 million to finance the capital program and includes a \$1.3 million reserve transfer to secure future landfill capacity based on the financing plan approved by Council in 2006-2010 Waste Management Strategy (PPW91-05/CS-81-05).

Road Operations

Road Operations includes all aspects of the transportation system including the planning, design, construction, operations, maintenance and overall management of road and related infrastructure of approximately \$1.8 billion. The Regional transportation system includes 1,100 lane kilometres of major arterial roads, 256 signalized intersections, 286 bridges and major culverts, 6,622 lights to be maintained in 2017.

The 2017 Budget includes the Active Transportation Master Plan implementation and enhanced safety measures to improve the Regions transportation network.

Budget Impacts

The 2017 Road Operations budget reflects a net increase of \$1.68 million or 3.4% which is required to maintain the Regional transportation system as discussed below.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2017-2016	
Road Operations & Maintenance	\$ 29,123	\$ (151)	\$ (10,470)	\$ 18,502	\$ 16,788	\$ 1,714	10.2%
Traffic Control & Safety	5,111	(114)	283	5,280	5,299	(19)	-0.4%
Infrastructure Management	32,133	(106)	(4,518)	27,509	27,521	(12)	0.0%
Total	\$ 66,367	\$ (371)	\$ (14,705)	\$ 51,291	\$ 49,608	\$ 1,683	3.4%
FTE				38	38	-	0.0%

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



Roads Operations & Maintenance	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Pavement Quality Index of Regional Roads	80.4%	79.0%	81.8%	82.0%	80.0%
Lane KM of Road Resurfaced	15	9	21	27	50
Number of (lane) Kilometers of New Active Transportation Infrastructure on Regional Roads (On Road ATMP)	13	10	28	29	26
Road Lane Kilometres	1,014	1,048	1,080	1,098	1,132
Cost of Road Resurfacing (\$000s)	\$3,590	\$2,785	\$5,815	\$5,373	\$10,830
Number of Customer Service Complaints	1,435	1,702	1,825	1,800	1,800

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

As Halton's road network continues to expand, the road resurfacing program and maintenance programs continues to expand. The 2017 Budget includes a total \$7.7 million in operating contribution to the Road Resurfacing Reserve, a \$1.0 million increase from the 2016 Budget, in order to ensure sustainable funding is provided for the 10-year road resurfacing program. The 10-year road resurfacing program totals \$81.3 million with \$10.8 million planned for 2017. In addition, the 2017 Road Operations budget includes a total of \$11.7 million, an increase of \$409,000, in road maintenance contracts with the Local Municipalities and Regional contracts to address growth in the Regional road network and additional maintenance costs including winter control. Of the \$11.7 million, \$8.8 million relates to the contract within local municipalities and the remaining \$2.9 million relates to the Regional contracts.

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

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

Traffic Control & Safety	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Streetlights Maintained	5,112	5,207	5,940	6,155	6,622
Number of Red Light Camera Intersections Operated	7	7	7	12	17
Number of Traffic Signals Maintained	229	232	242	251	256

As stated above, the overall road network and number of lane kilometres continues to grow. With this, the number of street lights and the number of signals maintains also continues to grow. One of the major costs associated with the Traffic Control and Safety program is the energy costs related to street lights. As indicated in Report No. PW-28-16 (re: Region of Halton Street Light Conversion Program).

As set out in PW-28-16 (re: Region of Halton Street Light Conversion Program), the Region moves forward with converting the Region's approximately 5,000 existing High Pressure Sodium street lights to LED technology over the 5 years (2016-2020) at an estimated cost of \$2.6 million with \$650,000 required in 2017. This program has been integrated into the 2017 10-year road capital program and the related financing plan with no new capital funding requirement. Based on the current market trend, the potential energy savings resulting from this program has been estimated at approximately \$42,000 in 2017 which would grow to approximately \$500,000 by 2020 when the conversion has been completed. These savings has been incorporated in the Road Operations budget and forecast to offset the street light hydro cost.

As per Report No. PW-39-16, (re: Red Light Camera Program) staff are preparing to install an additional 5 red light cameras in 2017. The Red Light Camera Program has proven to be a very valuable tool in increasing road safety at intersections within Halton Region. The current 12 cameras sites have experienced a 30% to 60% reduction in angle type collisions. As noted in the report, the additional 5 new red light cameras will be funded within the existing Operating Budget.

Infrastructure Management budget provides for the state-of-good-repair program which ensures the ongoing integrity of transportation infrastructure through design, planning and construction.

Infrastructure Management	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Percent of Roads, Bridges and all road related assets Rated Good, Very Good or Excellent	66.0%	66.0%	66.0%	66.0%	66.0%
Percent of Paved Lane KM's Rated Good or Very Good	73.7%	75.9%	74.7%	77.3%	75.0%

The overall condition of the road infrastructure has stayed relatively consistent over the last 5 years due to the continued investment in the State-of-Good-Repair program.

The 2017 Infrastructure Management budget continues to provide a \$27.1 million operating contribution to the tax capital reserve in support of the state-of-good-repair of the Region's road network.

Capital Budget & Forecast

As shown in the following table, 2017 10-year Transportation capital program totals \$1.5 billion and will facilitate significant road widening, new road constructions, and grade separation programs. The capital project details are included in the Capital Budget section of the book.

The 10-year program is \$119.3 million higher than the 2016 program as a result of refined cost estimates based on a review of the current Transportation Master Plan as part of the 2017 DC update. The review and updated estimates are set out in Report PW-33-16 (Re: 2017 Development Charge Update – Water, Wastewater and Transportation Infrastructure Projects).

Included in the 2017 10-year program is the Britannia Road Widening project from Regional Road 25 to Highway 407 in two phases, based on the 2011 Master Plan:

- Phase 1 – widening from 2 to 4 lanes, which is currently underway; and
- Phase 2 – widening from 4 to 6 lanes which is schedule for 2028.

As noted in PW-33-16, an addendum to the Environmental Study Report will be filed to remove the phasing and to proceed directly from 2 to 6 lanes. The construction costs and funding required to go directly from 2 to 6 lanes will be addressed through the infrastructure implementation and financing plan process following the DC by-law update in 2017.

10-Year Transportation Capital Expenditures

Transportation Capital Program							
(\$Millions)	2017	2018	2019	2020	2021	2022-2026	Total
Trafalgar Road	\$19.81	\$ 56.63	\$ 44.93	\$ 49.12	\$ -	\$ 15.63	\$ 186.12
Regional Road 25	3.60	-	5.02	2.61	8.65	155.56	175.44
Tremaine Road	9.90	0.79	0.65	5.87	10.35	132.64	160.20
Dundas Street	4.09	76.78	33.95	19.00	23.14	-	156.96
Steeles Avenue	3.37	11.27	1.50	4.15	0.23	88.66	109.18
Britannia Road	17.29	71.46	-	-	-	11.35	100.10
William Halton Parkway	-	73.72	7.16	-	-	-	80.88
Winston Churchill Boulevard	4.78	4.69	15.38	13.71	27.36	2.98	68.91
Upper Middle Road	-	5.35	-	0.83	-	58.88	65.05
Ninth Line	-	3.40	4.30	26.74	3.57	26.21	64.22
Appleby Line	0.18	3.78	-	5.58	-	42.79	52.32
James Snow Parkway	-	0.83	-	4.33	3.60	42.16	50.92
Guelph Line	0.54	12.41	2.14	1.22	1.55	25.22	43.07
Brant Street	-	0.83	-	2.35	7.53	16.97	27.68
5 1/2 Line	-	-	-	-	-	9.65	9.65
Burloak Drive	-	-	-	-	-	8.20	8.20
No. 10 Side Road	-	4.07	-	-	-	0.55	4.62
Derry Road	-	3.05	-	-	-	0.83	3.88
North Service Road	-	-	-	-	-	1.10	1.10
Campbellville Road	0.03	-	-	-	-	-	0.03
Traffic Signals & Intersections	1.49	3.28	3.91	3.28	3.91	17.68	33.56
Active Transportation (Study & Infill)	0.05	8.21	1.94	3.37	0.29	15.66	29.52
Road Studies (eg. Smart Commute)	2.17	3.09	1.80	2.41	2.53	11.77	23.77
Miscellaneous Works (eg. Operational Improvements)	1.78	2.35	2.57	2.01	2.05	8.66	19.41
Bridges, Culverts & Other	1.72	0.89	0.89	0.89	0.89	4.47	9.74
Noise Attenuation Barriers	-	1.00	1.00	1.00	1.00	4.99	8.98
Vehicles & Equipment	0.12	0.08	-	0.03	-	0.22	0.44
Total	\$70.91	\$347.95	\$127.11	\$148.48	\$ 96.66	\$702.81	\$1,493.93

Schedule may not add due to rounding.

2017 Capital Budget

The following table summarizes the 10 largest projects budgeted for 2017. These projects account for 96.6% (\$68.5 million) of the \$70.9 million total in 2017.

2017 Major Transportation Capital Projects 10 Largest Capital Expenditures in 2017 (\$Millions)	
Project Descriptions	Cost
Trafalgar Rd - Grade Separat'n N. Maple Ave, Widening from 10 Side Rd to Hwy 7 & Upper Middle Rd to Dundas St	\$ 19.8
Britannia Rd Widening - Tremaine Rd to RR25	17.3
Tremaine Road - New Road, Bridge, Grade Separation from Steeles Ave to James Snow Parkway	9.9
Winston Churchill Blvd Reconstruction - Old Pine Rd to 10 Side Rd & from Terra Cotta to Ballinafad Rd/32 Side Rd	4.8
Dundas Street - Widening from Bronte Road to Proudfoot Trail & Neyagawa Blvd. to Oak Park Blvd.	4.1
Regional Rd 25 - Realignment at Lower Base Line Intersection and Widening from Steeles Ave to 5 Side Road	3.6
Steeles Ave Widening - Tremaine Rd to Martin St	3.4
Road Studies	2.2
Miscellaneous Works (e.g. Operational Improvements)	1.8
Bridges, Culverts & Other	1.7
Total	\$ 68.5

Schedule may not add due to rounding.

10-year Transportation Capital Financing

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

2017 Transportation Capital Program (2017-2026) (\$million)				
Period	Total	DC	Capital Reserve	
		Res. Share	Non-res Share	Region Share
2017 Budget	\$ 70.9	\$ 33.1	\$ 18.6	\$ 19.2
2018-2026 Forc.	1,423.0	722.9	395.8	304.3
Total	\$ 1,493.9	\$ 756.0	\$ 414.4	\$ 323.5

Schedule may not add due to rounding.

With a total cost of \$1.5 billion, \$323.5 million (21.7%) is related to Region's state-of-good-repair program to continue to enhance the Regional investment in support of expanding asset base and \$1.2 billion (78.3%) is the growth portion, which will ultimately be financed by DCs. The 10-year Transportation program has been financed based on the Development Financing Plan (Report CS-20-12) where:

- **\$756.0 million residential development share** will be financed entirely from residential DCs.
- **\$414.4 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.
- **\$323.5 million state-of-good-repair (non-growth) share** represents the benefit attributed to the existing community from the road improvements, as well as the cost to provide enhanced levels of service. This cost will be financed from the Regional Tax Capital reserve (\$258.2 million), Gas Tax reserve (\$65.3 million).

The 2017 Operating Budget includes a \$27.1 million transfer to the Regional Tax Capital Reserve and a \$4.7 million transfer to the Gas Tax reserve in order to support the Regional share of the funding requirements.

Corporate Administration

Corporate Administration encompasses services provided by the **Finance Department**, the **Legislative and Planning Services Department**, and the **CAO's Office**. These departments provide internal services to support the departments that deliver services directly to the residents and businesses in Halton.

Budget Impacts

The 2017 Corporate Administration Operating Budget reflects a net increase of \$2.6 million or 4.1%, required to maintain existing service levels and provide strategic investments in support of the Strategic Action Plan. These costs have been fully allocated to program budgets to show the full cost of program delivery through Corporate Support charges.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2017 - 2016	
Corporate Administration							
Financial Planning & Budgets	\$ 4,996	\$ (580)	\$ (1,000)	\$ 3,416	\$ 3,324	\$ 92	2.8%
Financial, Purchasing & Payroll Services	5,424	(131)	(225)	5,068	4,952	115	2.3%
Information Technology	15,379	(239)	(300)	14,840	14,334	506	3.5%
Asset Management	22,498	(2,314)	-	20,184	18,752	1,432	7.6%
Legal Services	5,730	(236)	(349)	5,145	5,208	(63)	-1.2%
Regional Clerk & Council Services	1,813	(2)	-	1,810	1,789	21	1.2%
Policy Integration & Communications	6,652	(18)	(235)	6,399	6,512	(114)	-1.7%
Internal Audit	610	-	-	610	597	13	2.1%
Business Planning & Corporate Initiatives	1,800	-	-	1,800	1,847	(47)	-2.5%
Human Resources	5,873	-	(903)	4,971	4,339	632	14.6%
Office of the Chair & Regional Council	1,588	-	-	1,588	1,577	11	0.7%
Program Costs	\$ 72,363	\$ (3,520)	\$ (3,012)	\$ 65,831	\$ 63,233	\$ 2,598	4.1%
Program Recoveries	(65,831)	-	-	(65,831)	(63,233)	(2,598)	4.1%
Total	\$ 6,532	\$ (3,520)	\$ (3,012)	\$ -	\$ -	\$ -	-
FTE				353	351	2	0.6%



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

Corporate Administration	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Region's Credit Rating	AAA	AAA	AAA	AAA	AAA
Government Finance Officers Association (GFOA) Awards for Budget and Financial Reporting	Yes	Yes	Yes	Yes	Yes
Gross % Realized Return on the Total Internally Managed Investment Portfolio	4.5%	4.1%	4.0%	3.4%	3.4%
Number of Procurements per Year	178	186	195	215	200
Number of IT Devices Supported	2,743	2,812	2,877	2,910	2,965
Asset Management Total Service Area - Corporate Facilities and Social Housing Sq. Ft. (000s)	3,800	3,800	3,900	3,900	4,100
Corporate - Asset Management Total kWh Energy Consumption (per Sq. Ft.)	40.0	39.5	37.8	38.9	38.9
Number of Property Acquisitions (Lease or Buy)	90	112	127	110	110
Number of Property Damage or Personal Injury Claims Received	246	585	126	186	186
Number of Outstanding Property Damage or Personal Injury Claims	88	133	67	77	77
Number of Formal Freedom of Information (MFIPPA) Requests	37	36	42	45	45
% of Customers who are Overall Satisfied with their Call Centre Experience	92%	93%	94%	95%	95%
Number of Services that can be Accessed Online	64	64	69	76	81
Number of Visits to the Halton Website (000s)	2,534	2,614	2,850	2,805	2,900
Annual Emergency Exercises Completed	Yes	Yes	Yes	Yes	Yes
Number of FTE (excluding Police)	2,054	2,061	2,093	2,116	2,139
% of Voluntary Turnover of Permanent Positions per year	3.1%	4.7%	4.9%	4.7%	4.3%

The Region's AAA credit rating has been maintained in 2016, a testament to the financial position, policies and practices of the Region and Local Municipalities. Halton continues to receive the GFOA Award for annual budget and financial reporting for developing fiscally responsible budgeting and presenting financial information in an easy to understand format. Residents continue to be very satisfied with delivery of Regional services, easy access to those services online, and information and services provided through Halton's web site.

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

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

Finance

The **Financial Planning & Budgets Division** prepares and monitors the Annual Budget and Business Plan; develops and maintains financial policies and plans to ensure Halton's Business Plan is financially sustainable, updates the DC by-laws, and prepares and implements development financing plans to ensure that the cost of growth-related infrastructure does not impact residents. The Division also provides investment services for Halton's \$1.6 billion investment portfolio and places debentures to meet the financing requirements of the Region and the local municipalities. The 2017 Budget for this division is increasing by \$92,000 or 2.8% as a result of inflationary increases.

The **Financial Reporting, Purchasing & Payroll Services Division** maintains the Region's financial records in alignment with the Public Sector Accounting Board (PSAB), prepares Ministry and industry reports such as Ontario Municipal CAO's Benchmarking Initiative (OMBI), and manages the water and wastewater billing service contracts with the 4 Local Distribution Companies (LDCs). This division also oversees corporate purchasing practices based on council-approved by-laws and provides payroll services in compliance with legislation, collective agreements and Regional benefit programs. The 2017 Budget for this division will increase \$115,000 or 2.3% due to inflationary increases.

The **Information Technology (IT) Division** is responsible for developing strategies, standards, policies and processes related to the provision of digital information and technology assets and services. It maintains 335 software applications and 6,000 hardware assets in a state-of-good-repair, and provides secure, reliable access to these IT assets and services. The division also provides financial software services for HRPS and the City of Burlington. The 2017 Budget will increase by \$506,000 or 3.5% due to inflationary pressures, additional costs for new software maintenance contracts, and growth in telephone and data lines.

More Halton residents and businesses now access the Region's services through mobile devices than traditional desktop computers. The IT Mobile Strategy initiative has no budget impact as it will be funded from the operating reserves in 2017. The strategic investment of \$300,000 will allow staff to investigate and implement mobile technology options that best deliver Health and Social Services programs and services to the community.

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

Schedule may not add due to rounding.

The \$41.1 million, 10-year Information Technology capital program is \$1.4 million higher than the 2016 program, mainly due to updated hardware and infrastructure costs and new software implementations.

The capital program is initially funded from the Technology Replacement reserve which is replenished by operating transfers that IT recovers from program areas. A total of \$2.9 million in capital financing (i.e., transfer to reserves) is budgeted in 2017. This represents a \$193,000 increase from the 2016 Budget.

Legislative and Planning Services

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

The divisional budget increase of \$1.4 million or 7.6% includes an increase for hydro, inflationary maintenance costs, and the administration of the SHIP program. A strategic investment of \$228,000 is required for a new Asset Reliability Coordinator and a new Project Manager to address asset growth in facilities.

Asset Management Capital Program							
(\$ Millions)	2017	2018	2019	2020	2021	2022 - 2026	Total
Facility Rehab & Replacm't	\$ 3.53	\$ 4.27	\$ 4.38	\$ 4.46	\$ 3.63	\$ 18.66	\$ 38.76
Woodlands Expansion (Paramedics Centralized Facility/ Public Works Operations)	2.40	-	26.60	-	-	-	29.00
Reg. Accommodation Plan	-	1.65	-	1.20	-	-	2.85
Energy Program	0.10	0.10	0.10	0.10	0.10	0.50	1.00
Vehicles & Equipment	-	0.04	0.11	-	0.04	0.22	0.40
Total	\$ 6.03	\$ 6.05	\$ 31.19	\$ 5.76	\$ 3.76	\$ 19.38	\$ 72.01

Schedule may not add due to rounding.

The \$72.0 million 10-year Asset Management capital program is \$5.8 million lower than the 2016 program mainly due to enhanced facility maintenance that has extended the lifecycle replacement requirements at the Halton Regional Centre, Long-term Care, and Paramedic Service facilities.

The following are highlights of the 10-year program:

- \$38.8 million has been identified to facilitate ongoing building rehabilitation and replacement for all Regional facilities over the next 10 years, based on building condition assessments to ensure that all corporate facilities are in a state of good repair. This supports buildings including the Halton Regional Centre, Long-term Care facilities and Paramedic Service facilities.

- \$29.0 million is required for the Woodlands Operation Centre Expansion for the paramedic centralized facility identified in the Paramedic Services Master Plan (MO-14-15), and growth needs in Public Works related to administration, vehicles, fleet services and the supply store.
- \$2.9 million has been identified for the Regional Accommodation Plan for the child care building renovation in the Regional site and staff relocation costs.
- \$1.0 million is required for the 10-year Energy Management Program to address energy reduction opportunities identified by energy audits performed on corporate facilities.

The Asset Management capital program is financed from the Regional Facilities Replacement reserve and capital reserves. These reserves are replenished mainly from operating transfers recovered from the program areas that benefit from the Asset Management program. As a result, the total capital financing of \$3.8 million is included in the 2017 Budget, which represents an \$89,000 increase from the 2016 Budget.

The **Legal Services Division** is responsible for a full range of Legal, Realty, Risk Management and Insurance services to all departments of the corporation, Regional Council and HCHC. The Division's 2017 budget will decrease \$63,000 or 1.2% due to a reduction of the Region's insurance deductibles for water, roads and liability coverage. The number of legal matters managed by staff remains relatively constant. Property damage and personal injury claims have returned to historic levels now that the residual impacts of the 2014 flood have been addressed.

The **Office of the Regional Clerk and Council Services** provides administrative support to meetings of Regional Council and its various committees, delivers the legislated functions of the Regional Clerk, and provides services to the entire corporation in the areas of freedom of information and privacy, corporate records, printing, mail, inclusion and accessibility. The 2017 budget for the Regional Clerk and Council Services is increasing by \$21,000 or 1.2%, mainly due to inflationary increases.

Chief Administrative Officer's (CAO) Office

Policy Integration & Communications is focused on implementing a communications framework for the Region, supporting public engagement, intergovernmental relations, and customer service through Access Halton. Access Halton provides 311 services offering access over phone, walk-in and email channels, the Internet and social media channels, to support the service delivery. Access Halton receives over 300,000 calls per year. The 2017 Budget for this division will decrease by \$114,000 or 1.7%, primarily due to the reduction in advertising costs that reflects recent trends

The **Internal Audit Division** assists Council and Senior Management in achieving the organization's objectives by providing independent and objective assurance about processes and activities related to risk management, internal control, and governance through a systematic, disciplined approach to evaluate and works to improve the effectiveness of risk management, control and governance processes. The 2017 Budget changes of \$13,000 or 2.1% is due to inflationary increases to the program costs.

The **Business Planning & Corporate Initiatives Division** supports the development and monitoring of the Strategic Action Plan, provides corporate Emergency Management, maintains an organization wide Project Portfolio Management (PPM) framework, supports the use of the Region's standardized project management methodology, and coordinates with Management Committee and Departmental Management Teams (DMTs) on project initiatives including identification, documentation, prioritization and capacity planning, management, reporting and risk mitigation. Services also include measuring and benchmarking corporate performance, identifying opportunities for improvement, developing and monitoring Halton's strategic plan and implementing corporate initiatives. The budget reduction of \$47,000 or 2.5% is mainly due to the continued review of resource realignments within the CAO's Office.

The **Human Resource Services Division** provides support to the Region and its programs in the attraction, engagement, and retention of the Region's staff. The 2017 Budget will increase by \$632,000 or 14.6%, which primarily reflects centralization of training costs, offset by reductions in other areas and, a strategic initiative, the expansion of the Internship and Apprenticeship program of \$200,000. In 2016, the Region launched the new Internship and Apprenticeship program to provide paid temporary employment opportunities to new graduates and apprentices and address workload issues in the Departments. The program has been a success as measured by input of departments and the interns themselves. The budget expands the program from 12 to 16 interns/apprentice positions.

The **Office of the Chair and Regional Council** includes the Regional Chair, a directly elected position who completes the same term of office as the elected Regional Council, acts as head of Regional Council, and is the Chief Executive Officer of the Corporation. The Office includes Regional Council, which is comprised of 21 members who have been elected to represent the residents of Halton for a 4-year term (2015–2018). The 2017 Budget for this division is increasing by \$11,000 or 0.7% related to inflationary pressures.

Boards & Agencies

Conservation Authorities

Halton Region provides funding to 3 Conservation Authorities through a municipal levy: Conservation Halton (CH), Credit Valley Conservation (CVC), and Grand River Conservation Authority (GRCA).

Budget Impacts

The total Municipal Levy request from Halton Region by the Conservation Authorities in 2017 is \$9.3 million, an increase of \$462,000 or 5.3%. The following table summarizes the 2017 Budget requests from the Conservation Authorities funded by Halton Region.

2017 Conservation Authorities Municipal Contribution Halton Region Funding				
\$000	2016	2017	Change	
	Approved Budget	Requested Budget	2017 Requested to 2016 Approved	
Conservation Halton	\$ 8,021	\$ 8,452	\$ 431	5.4%
Credit Valley Conservation	518	540	22	4.2%
Grand River Conservation Authority	261	271	10	3.7%
Total Recommended	\$ 8,800	\$ 9,263	\$ 462	5.3%

The 2017 CH's total Municipal Levy request from the Region is \$8.5 million, based on Halton's apportionment of 92.2788% in 2017. This represents an increase of \$431,000 or 5.4% over the 2016 Municipal Levy, which was based on an apportionment of 92.2223%. The increase in apportionment reflects that the Region is growing more than other municipalities within the watershed.

The main driver for the increase in CH's budget and the Municipal Levy request is the increase to their capital budget to address necessary repairs to dams and channels and other strategic initiatives. The CH Board of Directors approved the 2017 Budget on October 20, 2016. Further details on Conservation Halton's budget can be found in Report No. FN-30-16 (re: 2017 Budget Overview – Conservation Halton).

The 2017 CVC's total Municipal Levy request from the Region is \$540,000, based on Halton's apportionment of 4.9550% in 2017. This represents an increase of \$22,000 or 4.2% over the 2016 Municipal Levy, which was based on an apportionment of 4.9499%. The increase in apportionment reflects that the Region is growing more than other municipalities within the watershed.

The main driver for the increase in CVC's budget and the Municipal Levy request is related to personnel services which accounts for 74% of their operating budget. In 2016, CVC requested \$1.5 million from Halton Region over seven years for their Emerald Ash Borer (EAB) program as a special benefiting levy, of which \$204,000 is requested in 2017. This request is being funded through a capital project in the Region's budget, with transfers from the Tax Stabilization reserve. The Region provides funding to CVC as the work is completed and upon receipt of invoices. The CVC Board of Directors is expected to approve the 2017 budget in early 2017. Further details on CVC's budget can be found in Report No. FN-31-16 (re: 2017 Budget Overview – Credit Valley Conservation).

The 2017 GRCA's total Municipal Levy request from the Region is \$271,000, based on Halton's apportionment of 2.4483% in 2017. This represents an increase of \$10,000 or 3.7% over the 2016 Municipal Levy, which was based on an apportionment 2.4186%. The increase in apportionment reflects that the Region is growing more than other municipalities within the watershed.

The main drivers for the increase in GRCA's budget and the Municipal Levy request are related to compensation and inflation. The GRCA Board of Directors is expected to approve the 2017 Budget on February 24, 2017. Further details on GRCA's budget can be found in Report No. FN-32-16 (re: 2017 Budget Overview – Grand River Conservation Authority).

Royal Botanical Gardens

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

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

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

Budget Impacts

For 2017, the City of Hamilton is projecting a 1.8% increase to their contribution to RBG at \$616,000. In order to maintain the cost-sharing formula, Halton's contribution is budgeted to increase by 2.7% or \$20,000 to a 2017 Budget of \$768,000.

2017 Royal Botanical Gardens Funding Contribution			
Halton Region Funding			
\$000	2016	2017	Change
	Approved Budget	Requested Budget	2017 Requested to 2016 Approved
Royal Botanical Gardens	\$ 748	\$ 768	\$ 20 2.7%

Halton Regional Police Service (HRPS)

The HRPS 2017 budget request is \$144.9 million, which includes an increase of \$5.2 million or 3.7% over the 2016 approved budget. The table below provides a summary of the budget request. Further details regarding this budget request can be found in Report No. FN-33-16 (re: 2017 Budget Overview – Halton Regional Police Service).

2017 Halton Regional Police Service Budget								
\$000s	2016	2017			Change			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel	\$ 127,158	\$ 130,815	\$ 1,386	\$ 132,201	\$ 3,657	2.9%	\$ 5,043	4.0%
Services								
Materials & Supplies	6,317	6,583	198	6,781	266	4.2%	464	7.3%
Purchased Services	7,450	7,452	-	7,452	2	0.0%	2	0.0%
Financial & Rent Expenses	318	321	-	321	3	1.0%	3	1.0%
Total								
Direct Costs	141,244	145,172	1,584	146,756	3,928	2.8%	5,512	3.9%
Allocated Charges/Recoveries	1,762	1,789	-	1,789	27	1.5%	27	1.5%
Gross Operating Expenditures	143,006	146,961	1,584	148,545	3,954	2.8%	5,539	3.9%
Capital Expenditures	6,756	6,956	-	6,956	200	3.0%	200	3.0%
Total Gross Expenditures	149,762	153,916	1,584	155,501	4,154	2.8%	5,739	3.8%
Subsidy Revenue	(5,140)	(5,663)	-	(5,663)	(523)	10.2%	(523)	10.2%
Other Revenue	(4,908)	(4,898)	-	(4,898)	10	-0.2%	10	-0.2%
Total Revenue	(10,047)	(10,561)	-	(10,561)	(513)	5.1%	(513)	5.1%
Net Program Expenditures	\$ 139,715	\$ 143,356	\$ 1,584	\$ 144,940	\$ 3,641	2.6%	\$ 5,225	3.7%

Non Program Items and Fiscal Transactions

Budget Impacts

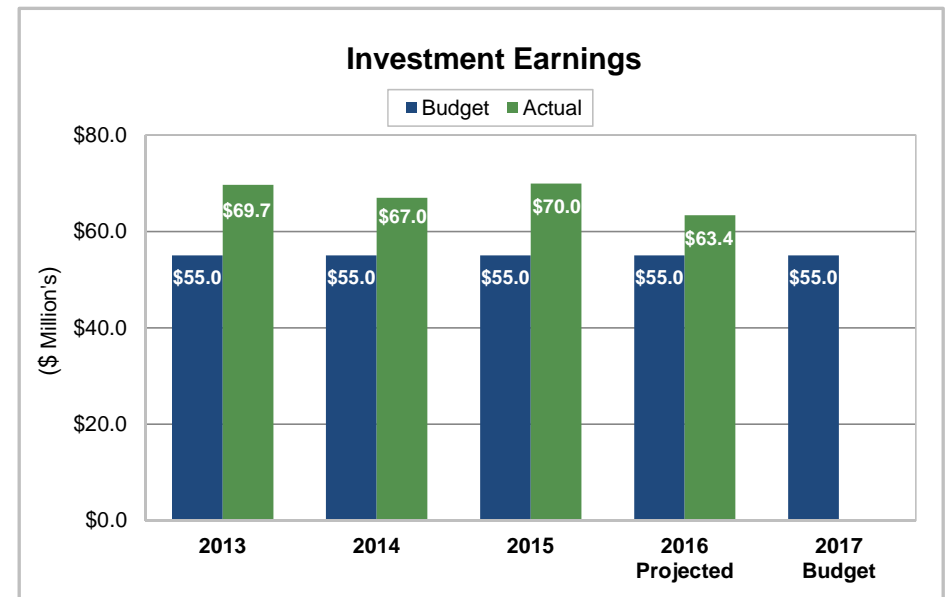
The table below summarizes the Non-Program and Fiscal Transactions, which have increased by \$256,000 in the 2017 Tax-Supported Budget.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2017-2016	
Net Interest Earnings	\$ 43,632	\$ (51,383)	\$ -	\$ (7,751)	\$ (7,751)	\$ -	0.0%
Supplementary Tax	-	(7,600)	-	(7,600)	(7,600)	-	0.0%
Provincial Offences Act	-	(1,900)	-	(1,900)	(1,900)	-	0.0%
Payments-in-Lieu of Taxes	-	(2,800)	-	(2,800)	(2,450)	(350)	14.3%
Right-of-Way Taxes	-	(1,250)	-	(1,250)	(1,350)	100	-7.4%
Tax Write-Off Provision	4,365	-	-	4,365	4,365	-	0.0%
Tax Policy Expenditures	548	-	-	548	548	-	0.0%
Assessment Services	8,784	-	-	8,784	8,656	128	1.5%
General Expenditures	32,157	(5,855)	(2,200)	24,102	23,724	378	1.6%
Total	\$ 89,486	\$ (70,788)	\$ (2,200)	\$ 16,498	\$ 16,242	\$ 256	1.6%

Net Interest Earnings

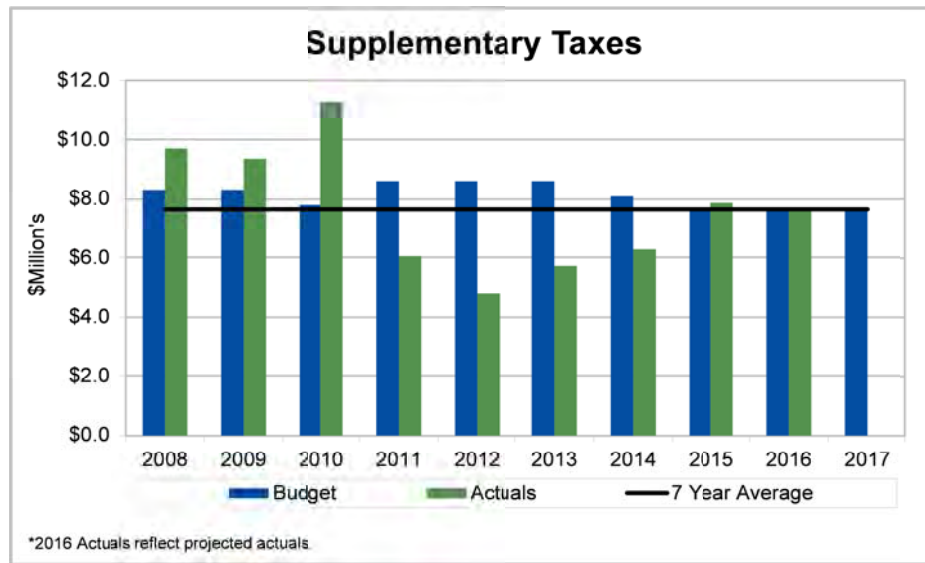
The gross revenue budget for investment earnings is based on general economic trends, the mix of investments in the Region's portfolio and the fluctuating balances in reserves, reserve funds and the capital fund. The 2017 Budget continues to include \$55 million of investment income as a source of revenue. \$43.2 million of this revenue will be used to finance the Region's state-of-good-repair capital programs and the remaining \$11.8 million used to support the rate and tax supported operating programs. Of the \$11.8 million, \$7.8 million will be used to support the tax supported services, unchanged from the 2016 Budget.

As discussed in FN-27-16 (re: Investment Performance to August 31, 2016), it has been increasingly challenging to achieve the target investment earnings from the interest revenues alone due to continued low yields in the market. The target budget has been achieved though capital gains that have materialized as a result of the Region's active investment portfolio management. While the Region benefits from capital gains from the investment portfolio, these revenues are one-time in nature and do not form part of the annual operating budget. Staff will continue to monitor investment earnings to determine whether any adjustment is required in future budgets. The chart below shows the actual investment earnings, including capital gains, compared to the budget over the past few years.



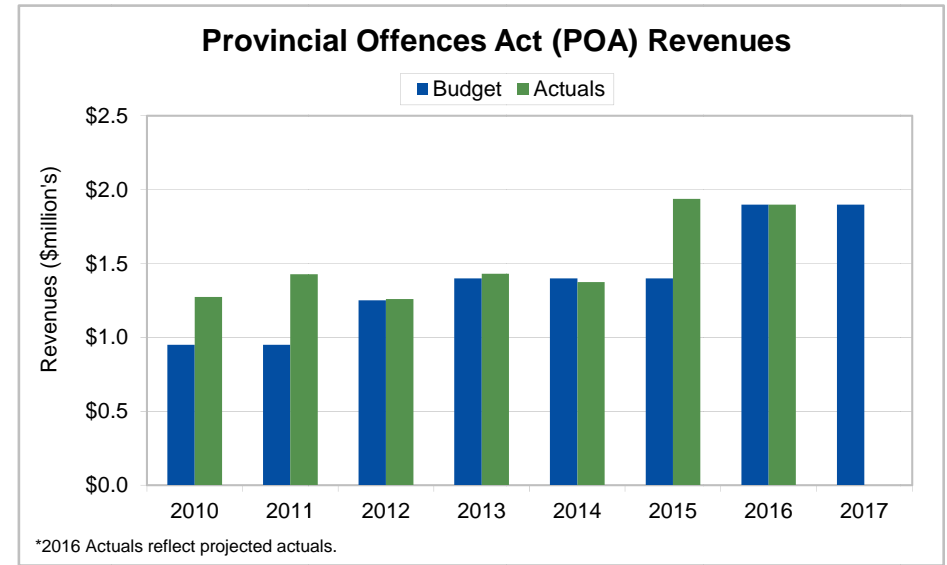
Supplementary Taxes

Periodically throughout the year, MPAC provides the Region with supplementary/omitted assessment rolls for new assessment added to the tax roll. Supplementary tax revenue is generated from the additional assessment. Supplementary tax revenue is difficult to predict as this is dependent on the quantity of properties assessed by MPAC, general economic conditions and the level of development within each local municipality. For this reason many municipalities choose not to budget for supplementary tax revenue as a recurring source of revenue. As shown below, the 2017 Budget for supplementary tax revenue remains unchanged from the 2016 Budget at \$7.6 million. Staff will continue to monitor supplementary tax revenue to determine whether any further adjustment needs to be made in future budgets.



Provincial Offences Act (POA) Revenue

As outlined in the following chart, the 2017 Budget includes \$1.9 million in POA revenue, unchanged from the 2016 Budget.



Tax Policy

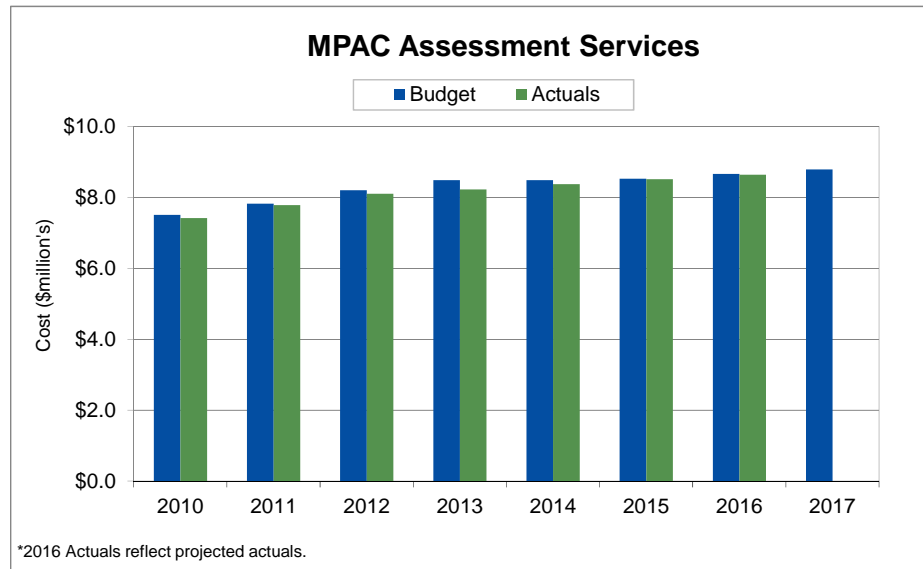
The budget for tax policy includes revenues from payments-in-lieu of taxes and rights-of-way taxes as well as expenditures relating to tax write-offs and several tax rebate programs. The Region receives provincially established payments-in-lieu of taxes for various federal and provincial properties that are exempt from taxation including hospitals, universities, colleges and correctional facilities, as well as taxes on railway and utility rights-of-way based on a per acre rate set by the Province.

The tax rebate programs offered by the Region include provincially mandated programs for a tax increase deferral for senior/disabled homeowners, rebates for charities and vacant commercial/industrial properties and a discretionary rebate for the Region's portion of the tax rebate for seniors provided by the Local Municipalities. In 2016, the Region introduced 2 additional tax rebate programs, a full property tax deferral for low income seniors and cost sharing in the Local Municipal Heritage property rebate programs.

The 2017 Budget for tax policy revenues includes payments-in-lieu of taxes of \$2.8 million, an increase of \$350,000 or 14.3% over the 2016 Budget and rights-of-way taxes of \$1.25 million, a decrease of \$100,000 or 7.4% over the 2016 Budget based on revenue trends. The tax write-offs and other tax policy expenditures remain unchanged over the 2016 Budget at \$4.9 million.

Assessment Services

MPAC provides assessment services to the Region and Local Municipalities, the Region is responsible for paying for assessment services received. The cost of the service is based on an apportionment of the MPAC budget to all municipalities across Ontario. Therefore factors affecting this cost include any budget increase at MPAC and increased apportionment relating to the Region's growth. The 2017 Budget for MPAC is \$8.7 million, an increase of \$128,000 or 1.5% over the 2016 Budget.



General Expenditures

A significant component of the general expenditures budget is reserve transfers related to benefit obligations, corporate capital initiatives (e.g., payback for radio trunking) and grant contributions (e.g., payback for the Randle Reef grant). Also included in general expenditures are the annual \$500,000 grant provided to McMaster University; an additional \$300,000 provision to bring the Retiree Benefit reserve closer to a target obligation; and a recommended strategic investment of \$228,000 to provide additional support for asset management within corporate support divisions that will be allocated to the operating programs in 2018.

The \$5.9 million in subsidies is mainly related to the Federal Gas Tax funding (\$5.8 million related to Tax-Supported Budget). The total Gas Tax allocated to Halton is \$15.3 million in 2017, unchanged from the 2016 Budget. Of the \$15.3 million, \$5.8 million is allocated in the Tax-Supported Budget to fund the Transportation State-of-Good-Repair capital program (\$4.7 million) and the road resurfacing program (\$1.1 million). The remaining \$9.5 million is allocated to the Rate-Supported Budget to fund the Water and Wastewater State-of-Good-Repair capital program.

HALTON REGION

Budget and Business Plan **2017**

Water & Wastewater Overview



Water & Wastewater Budget Overview

2017 Operating Budget Summary

Water and wastewater services are not funded from property taxes. These services are fully funded from water and wastewater rates that are collected based on the volume of water consumed and a monthly service charge. In Halton, water and wastewater charges are billed on behalf of the Region on the electricity bills through the 4 local distribution companies.

As shown in the following table, the 2017 Water and Wastewater Rate-Supported Budget has a 5.1% increase, consistent with Report FN-20-16 (re: 2017 Budget Directions). Of the 5.1% increase, 1.6% relates to the net operating costs of the water and wastewater system and the balance of the increase relates to capital financing of the State-of-Good-Repair program and the rate revenue and structure adjustments. For a typical residential home using 250 cubic metres (m³) of water per year, this will result in an additional \$45 in 2017 for both water and wastewater charges.

Rate Impact On a Typical Household (250 m ³ / Year)						
	2016		2017		Change*	
	Budget		Budget		\$	%
Water	\$	405	\$	420	\$ 15	3.8%
Wastewater		478		509	30	6.3%
Total	\$	883	\$	929	\$ 45	5.1%

*Based on -3.5% consumption growth and 1.6% customer growth

As shown in the following table, the 2017 requested budget for Water and Wastewater Services is increasing from \$183.2 million to \$188.7 million, an increase of \$5.5 million or 3.0%. This includes the base budget increase of \$5.2 million or 2.9% and strategic investments of \$239,000 that align with the Council-approved Strategic Action Plan (2015-2018). The customer growth is estimated to be 1.6% or \$1.1 million. The cost of the adjustments to the consumption growth and the rate structure (uniform rate and wastewater cap removal) is estimated at \$3.8 million and \$1.2 million, respectively. This results in a net water and wastewater rate increase for the 2017 Budget of \$9.4 million or 5.1%.

\$000s	2016		2017		Change in Budget	
	Approved Budget		Requested Budget		2017 Requested / 2016 Budget	
Gross Operating Expenditures	\$ 113,329	\$	\$ 116,886	\$	3,557	3.1%
Capital Financing	87,993		90,193		2,200	2.5%
Gross Expenditures	\$ 201,322	\$	\$ 207,079	\$	5,758	2.9%
Other Revenues	(18,098)		(18,368)		(270)	1.5%
Net Program Impact	\$ 183,224	\$	\$ 188,712	\$	5,488	3.0%
Consumption Growth*					3,826	2.1%
Uniform Rate					2,585	1.4%
Wastewater Cap Removal					(1,341)	-0.7%
Customer Growth*					(1,127)	-0.6%
Rate Increase				\$	9,432	5.1%

* Includes -3.5% consumption adjustment and 1.6% customer growth

2017 Budget Development

The following chart highlights the process undertaken to prepare the 2017 Rate-Supported Budget.

2017 Budget Process		
	Rate Increase	Consumption / Customer Growth
2017 Forecast	5.1%	0.0% / 1.6%
2017 Budget Direction	5.1%	0.0% / 1.6%
2017 Budget	5.1%	-3.5% / 1.6%

The 10-year Operating Budget Forecast in the 2016 Budget and Business Plan projected the rate increase for Regional programs in 2017 to be a 5.1% increase. The 10-year Operating Budget Forecast was developed based on existing program financing plans, and program-specific assumptions with respect to expected inflationary and growth factors. For the 2017 Budget Directions, the forecast budget model maintained the water consumption (0.0%) and customer growth (1.6%) projected in the 2016 forecast, and stated that adjustments to the consumption growth and rate structure will be considered with no additional rate increase as part of the budget development. Based on these factors, Council approved the 2017 Budget Directions with a rate increase not to exceed 5.1%.

Several times during the budget process, the Management Committee reviewed the base budget and proposed strategic investments to ensure levels of service are maintained and to achieve Council priorities. Further, a number of options were reviewed to implement the adjustment to the water consumption budget and the rate structure. These considerations are reflected in the 2017 Budget with a 5.1% rate increase.

To achieve the 2017 Budget Directions recommendations, while ensuring sufficient resources are available to maintain service levels, support Council priorities and address inflationary and growth pressures, the 2017 Budget incorporates savings in the base budget through efficiencies and the redeployment of resources to priority programs.

The following savings and revenues of \$5.7 million were identified in the 2017 Rate-Supported Budget, which were used to fund priority areas in the water and wastewater program:

- Debt charge savings of \$5.1 million resulting from the continued implementation of pay-as-you-go capital financing
- \$344,000 decrease in professional consulting fees to reflect recent trends
- Additional revenue of \$270,000 to reflect increased demand for services such as sewer discharge agreement and permit inspection fees

2017 Budget Key Drivers

The savings discussed above, together with customer growth of 1.6%, are used to partially fund the key drivers in the 2017 Budget. The investments required to address these key drivers have been included in the 2017 Budget within an overall 5.1% rate increase, totalling \$9.4 million. The following key drivers of the 2017 Budget reflect Council's priorities as set out in the Region's Strategic Action Plan (2015-2018) and are detailed later in the divisional overviews.

▪ Rate Revenue Review - \$5.1 million

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

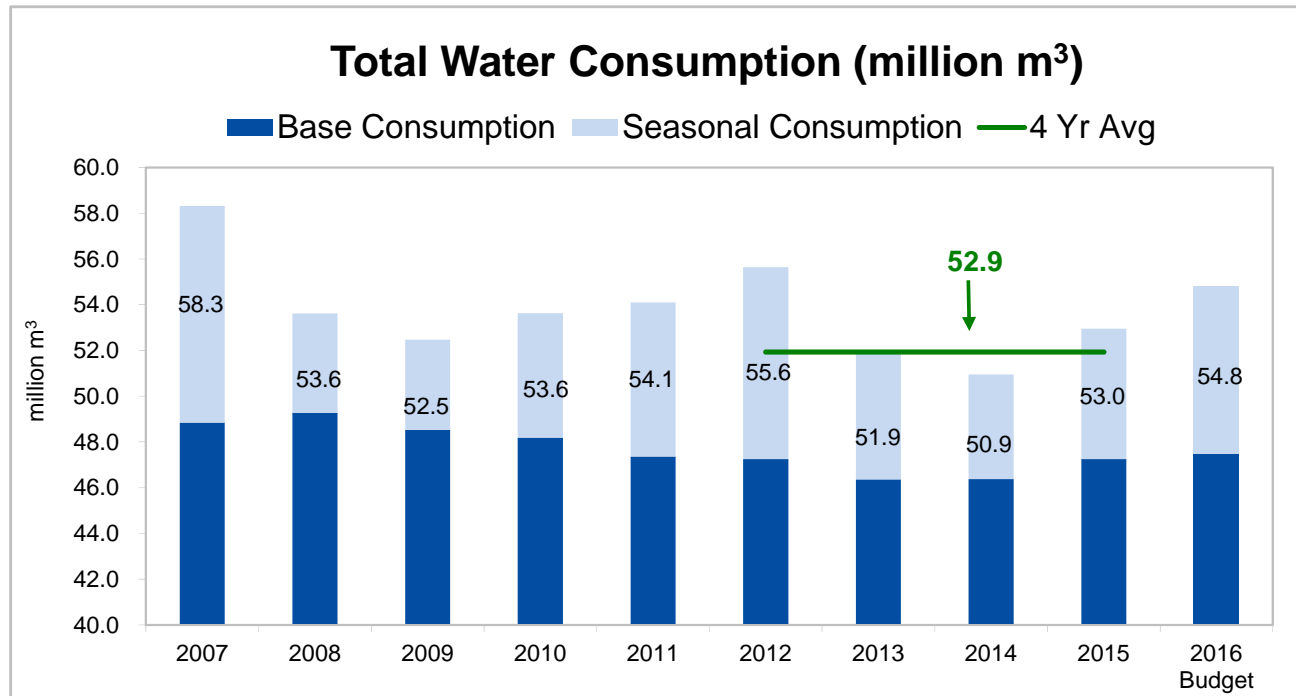
As discussed in Report FN-20-16 (re: 2017 Budget Directions), the declining consumption trend over the past several years has been a major challenge in maintaining a financially sustainable rate budget. To address the financial gap generated by the consistently lower than projected consumption growth and to help ensure Halton's rate structure remains fair to all customers and continues to promote water conservation, Council approved FN-20-16 which proposed adjustments to the water consumption projection and the current rate structure that will be considered by Council as part of the 2017 Budget. These adjustments would need to be made within the target increase of 5.1%.

Based on the analysis presented in Report FN-20-16, the 2017 Budget Directions proposed the following for Council's consideration in the 2017 Budget:

- Phase in a reduction to water consumption, with the projected consumption adjusted from 54.8 million m³ to 52.0 million m³ within 5 years,
- Institute a uniform water and wastewater rate such that it generates no additional revenue and can be implemented within the 2017 Budget target increase of 5.1% for a typical residential customer consuming 250 m³ per year, and
- Phase out the residential wastewater cap within 5 years.

Water Consumption

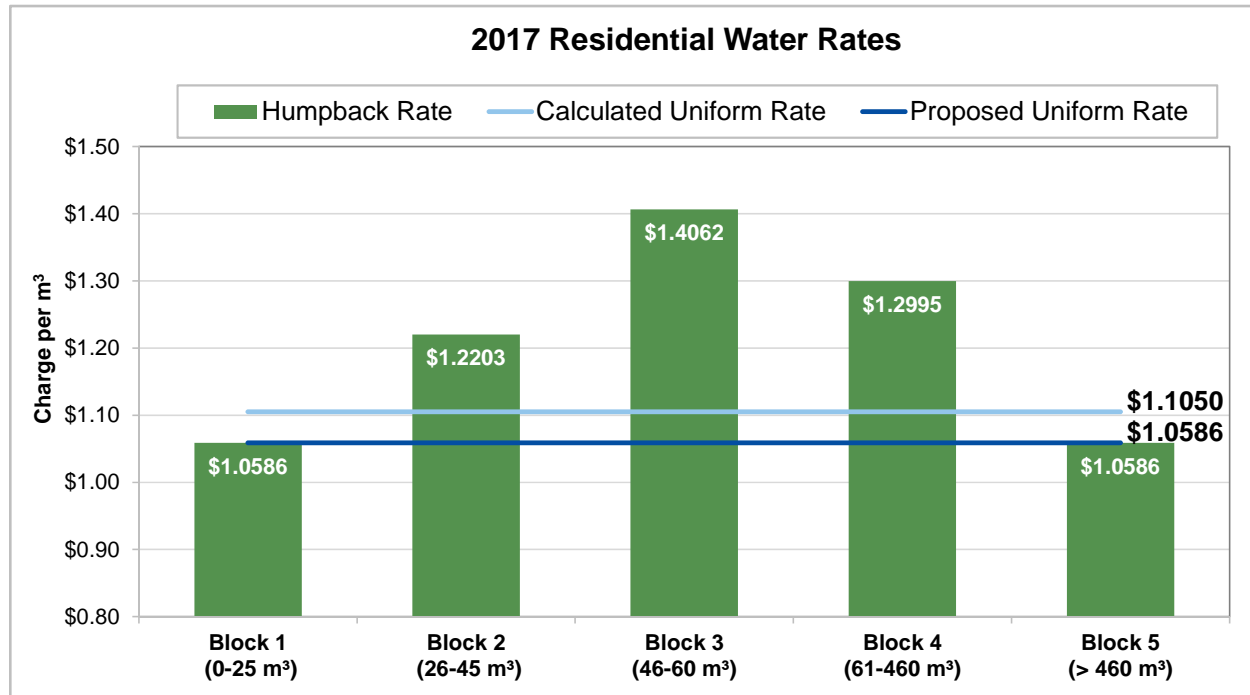
The consumption has been budgeted at 54.8 million m³ in the Annual Budget since 2014, which is high compared to recent actual consumption trends. As shown in the chart below, the consumption has been declining and the average over the most recent 4 years (2012-2015) has been 52.9 million m³.



The 2017 Budget Directions had proposed a target consumption level adjustment of 52.0 million m³ within 5 years. However, after further review, the average of 52.9 million m³ from the past 4 years has been used as a target consumption level in the 2017 Budget as this period more appropriately reflects dry and wet seasonal conditions and water consumption trends. Reducing water consumption in the budget from 54.8 million m³ to 52.9 million m³ represents a 3.5% reduction at a cost of \$3.8 million.

Rate Structure Review

As shown below, under the existing block rate structure, the water rate increases to a set consumption level and then decreases thereafter where the block 5 rate (for the highest consumption) results in the same rate as block 1 (for the lowest consumption). If the humpback rate structure were to continue, the water block 1 rate would have been \$1.0586/m³ in 2017. The 2017 Budget Directions proposed the implementation of a uniform water and wastewater rate such that it generates no additional revenue and can be implemented within the 2017 Budget target increase of 5.1% for a typical customer using 250 m³ per year.



When a uniform rate is calculated, in order to have the same amount of consumption revenue recovered when compared to the humpback rate structure, the uniform rate would need to be established at an average rate of \$1.1050/m³. As a result, the calculated average uniform rate is higher than the 2017 block 1 rate. If implemented, this calculated average uniform rate would have negatively affected approximately 84% out of a total of 147,018 residential customers consuming less than 250 m³ per year. Accordingly, the calculated uniform rate would need to be reduced slightly from \$1.1050/m³ to the 2017 block 1 rate of \$1.0586/m³. This reduction would result in a cost of approximately \$2.6 million. This means that to achieve the uniform rate equal to the block 1 rate, the expenditures would need to be reduced by \$2.6 million.

Wastewater Cap

In addition to the proposed uniform rate, the 2017 Budget Directions proposed the phase-out of the wastewater cap over 5 years. The wastewater rate is one uniform rate applied based on water consumption (i.e., approximately 122% of the uniform water rate). The current rate structure includes a wastewater cap for residential customers where residential users do not pay any wastewater charges after 60 m³ of water consumption in a given month. As discussed in FN-20-16, approximately 1,100 residential customers (0.8%, out of a total of 147,018 residential customers) benefit from the wastewater cap by consistently consuming on average more than 60 m³ in a month (or 720 m³ per year). It is projected that the removal of this cap in 2017 would result in additional revenue of \$1.3 million.

Cost of Implementation

As summarized in the table below, the combined cost of the adjustments to the consumption and the rate structure that has been incorporated in the 2017 Budget is estimated at \$5.1 million. The required funding for the rate revenue adjustments can be accommodated through the debt charge savings generated from the Region’s cancelation of previously approved debt and continued implementation of the pay-as-you-go financing strategy on its state-of-good-repair capital program. The 2016 Budget included Regional net debt charges of \$28.7 million. Based on the Region’s continued pay-as-you-go strategy, the debt charges in the 2017 Budget have been reduced to \$23.6 million. As a result, there is a debt charge savings in the 2017 Budget of \$5.1 million and these savings have been used to fund the rate revenue adjustment. Accordingly, the full implementation of the adjustments is accommodated within the rate budget increase of 5.1% as directed through the 2017 Budget Directions.

	2017 Budget
Adjustments:	
Water Consumption Budget (million)	52.9 m ³
Consumption Charges	Uniform Rate
Wastewater Cap	Cap removed
Budget Impact (\$000's):	
Consumption Adjustment	\$ 3,826
Uniform Rate	2,585
Wastewater Cap Removal	(1,341)
Total	\$ 5,071

Customer Impact

The implementation of the uniform rate as set out above will enhance transparency and fairness in the Region's revenue collection with no negative impact on customers or water conservation efforts.

The removal of the wastewater cap in 2017, however, would generate a negative impact on approximately 1,100 residential customers currently benefitting from the wastewater cap. Based on their consumption patterns observed in 2015, the removal of the wastewater cap in 2017 would result in a 10% to 30% increase for many of these users, with an average increase of 16% above the 5.1% budget increase. The projected impact on a small number of customers was as high as a 90% increase.

For these reasons, for billing purpose, it is recommended that the wastewater cap be phased out over the next 4 years as shown below.

		2017	2018	2019	2020
Monthly Wastewater Cap	Budget	No Cap			
	Billing	80 m ³	90 m ³	110 m ³	No Cap

Phasing out the wastewater cap in this manner would moderate the impact to the 1,100 customers over the next 4 years. Depending on seasonal weather conditions, the phase-out could result in utility revenue shortfalls compared to the budgeted revenue. Any shortfalls resulting from the phase-out of the wastewater cap will be addressed at year-end and interim financed from the Rate Stabilization reserve.

Long-Term Water Meter & Billing Strategy

In addition to the rate revenue adjustments, the 2017 Budget provides a total of \$4.1 million in capital financing for the accelerated replacement of approximately 13,000 pulse meters (\$3.7 million), large meter replacements (\$240,000), and development of the Long-term Water Meter & Billing Strategy (\$200,000) to support radio frequency reading (remote) technology in the future. As set out in Report PW-29-16/FN-22-16 (re: Long-Term Water Meter & Billing Strategy) water meters with pulse registers (pulse meters) represent a number of risks to the Region in lost utility revenue and increased expenditures for meter reading. The Region's pulse meters can impact water consumption results from residential, multi-residential and industrial, commercial, institutional (ICI) customers. Replacing them in an expedient fashion through a focussed replacement program would help the Region to maintain a financially sustainable water revenue base. Based on meter accuracy analysis, the total estimated revenue lost due to the Region's older and inaccurate meters may be as high as \$900,000 annually. The implementation of the water meter replacement and maintenance program under the Long-term Water Meter & Billing Strategy as set out in Report PW-29-16/FN-22-16 would result in more accurate water bills for residential and ICI customers and reduce the number of meter reading issues that result in lost revenue.

Combined with the consumption and rate structure adjustments as discussed above, the improved revenue opportunities from the water meter replacement program would help ensure sustainable rate revenues. Going forward, staff will continue to monitor consumption trends and revenue variances through variance reports and any further adjustments will be identified as part of the annual budget process.

In addition, the implementation of the pulse meter replacements requires the following strategic investment:

- **A Water Meter Program Coordinator - \$94,000** required in support of the replacement of approximately 13,000 pulse meters through the pulse meter replacement program and a large meter maintenance and replacement program, who will oversee and manage these programs. The cost will be fully recovered from the water meter replacement capital project, resulting in no additional net rate impact.
- **Water and Wastewater State-of-Good-Repair Capital - \$7.1 million** The \$78.0 million operating contributions in the 2017 Budget includes a \$7.1 million increase in the base budget transfers to support the water and wastewater state-of-good-repair capital program compared to the 2016 transfers. It is projected that the operating contributions will continue to increase throughout the forecast as the Region's infrastructure continues to expand, and the Region continues with a pay-as-you-go financing strategy for its state-of-good-repair capital program. The State-of-Good-Repair capital program is a significant driver of the rate-supported program throughout the 10-year forecast requiring a 1.1% to 3.8% rate increase each year.
- **Water and Wastewater Maintenance Program - \$813,000** The 2017 Budget provides \$24.6 million for the ongoing repair and maintenance of the water and wastewater system, a \$537,000 increase from the 2016 Budget. Further, in order to maintain existing service levels for the growing water and wastewater system and meet growing legislative requirements, the following strategic investments of \$276,000 are proposed for 2017:
 - A Treatment Plant Maintenance Manager - \$157,000 to provide strategic leadership in order to support the Region's extensive preventative maintenance program and help ensure the required levels of service for water and wastewater treatment are provided.
 - A Construction Inspector - \$119,000 to address an increase in capital construction due to growth and the need to maintain a state-of-good-repair. The cost will be recovered from capital projects resulting in no additional net rate impact.
- **Infrastructure Management and Delivery** In order to maintain existing service levels for the growing water and wastewater system and to meet growing legislative requirements, the following strategic investment is proposed at an estimated cost of \$246,000 for 2017:
 - Senior Policy Analyst (Infrastructure Planning & Policy) - \$130,000 to hire a Senior Policy Analyst to manage the Public Works' suite of by-laws, standards and guidance documents related to the planning of Halton's infrastructure networks. The cost will be partially recovered from capital projects (\$48,000), resulting in a net rate impact of \$82,000.
 - Infrastructure Network Analyst - \$116,000 to hire an Infrastructure Network Analyst to update, maintain, operate and fully review the Region's transportation demand forecast modeling which is currently being outsourced to a third-party. The cost is to be recovered from capital projects funded mainly through DCs.
- **Basement Flooding Mitigation Program** The 2017 Budget continues to provide \$160,000 for the ex-gratia and Basement Flooding Prevention subsidy programs. In addition, the budget includes the continued implementation of the Region-wide Basement Flooding Mitigation program as set out in PW-18-16 (re: Region Wide Basement Flooding Mitigation) and PW-22-15 (re: Region Wide Basement Flooding Mitigation Study: Final Report and Recommendations) and the related financial plan. A number of enhancements have been made to the program in 2016 with no additional funding required, including the expansion of the Basement Flooding Prevention Program (i.e., voluntary downspout/weeping tile disconnections and lateral lining and repair) and targeted downspout disconnection program. This program is expected to require \$85.3 million between 2016 and 2025 in support of the annual grant for the Basement Flooding Prevention Program (\$24.9 million) and the 10-year capital program (\$60.4 million). The 2017 Budget includes the ongoing annual grant funding of \$2.3 million and capital project funding of \$6.2 million.

2017 Water & Wastewater Operating Budget by Major Program

As shown in the following table, the 2017 requested budget for water and wastewater services is increasing from \$183.2 million to \$188.7 million, an increase of \$5.5 million or 3.0%. This includes the base budget increase of \$5.2 million or 2.9% and a number of strategic investments of \$239,000 that align with the Council approved Strategic Action Plan (2015-2018). In addition, the adjustments to the consumption growth and the rate structure as discussed earlier (\$5.1 million), combined with the 1.6% customer growth (\$1.1 million), results in a net water and wastewater rate increase for the 2017 Budget of \$9.4 million or 5.1%. The net expenditures shown below incorporate the cost of Corporate Administration in order to reflect the full cost of service delivery.

Of the 5.1% increase, 1.6% relates to the net operating costs of the water and wastewater system, 2.4% relates to implementing changes to the rate structure and consumption adjustment, and 1.1% relates to capital financing to support the State-of-Good-Repair program. The changes in the 2017 Budget by program area are discussed in detail later in this section.

Net Operating Budget for Water & Wastewater Services									
\$000s	2016		2017			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Budget		2017 Requested to 2016 Budget		
Water Treatment	\$ 22,308	\$ 22,761	\$ 21	\$ 22,782	\$ 453	2.0%	\$ 473	2.1%	
Wastewater Treatment	38,219	40,363	178	40,541	2,144	5.6%	2,322	6.1%	
Water Distribution	24,492	24,522	23	24,545	30	0.1%	53	0.2%	
Wastewater Collection	19,693	20,114	18	20,132	421	2.1%	439	2.2%	
Infrastructure Management	78,511	80,711	-	80,711	2,200	2.8%	2,200	2.8%	
Net Program Impact	\$ 183,224	\$ 188,472	\$ 239	\$ 188,712	\$ 5,249	2.9%	\$ 5,488	3.0%	
Consumption Adjustment (-3.5%)							3,826	2.1%	
Uniform Rate							2,585	1.4%	
Wastewater Cap Removal							(1,341)	-0.7%	
Customer Growth (1.6%)							(1,127)	-0.6%	
Net Increase Requirement							\$ 9,432	5.1%	

Schedule may not add due to rounding.

2017 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	2016	2017			Change In Budget					
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Budget		2017 Requested to 2016 Budget			
Personnel Services	\$ 47,835	\$ 48,748	\$ 598	\$ 49,346	\$ 913	1.9%	\$ 1,512	3.2%		
Materials & Supplies	25,746	27,062	19	27,081	1,316	5.1%	1,334	5.2%		
Purchased Services	38,098	39,225	-	39,225	1,127	3.0%	1,127	3.0%		
Financial and Rent Expenses	210	54	-	54	(156)	-74.2%	(156)	-74.2%		
Grants & Assistance	2,467	2,467	-	2,467	-	0.0%	-	0.0%		
Total Direct Costs	114,357	117,557	617	118,174	3,200	2.8%	3,817	3.3%		
Allocated Charges/Recoveries	(13,607)	(14,365)	(378)	(14,742)	(758)	5.6%	(1,136)	8.3%		
Corporate Support Charges/Recoveries	12,521	13,369	-	13,369	849	6.8%	849	6.8%		
Transfers to Reserves - Operating	58	86	-	86	28	47.8%	28	47.8%		
Transfers from Reserves - Operating	-	-	-	-	-	0.0%	-	0.0%		
Gross Operating Expenditures	113,329	116,647	239	116,886	3,318	2.9%	3,557	3.1%		
Capital Financing Expenditures	87,993	90,193	-	90,193	2,200	2.5%	2,200	2.5%		
Total Gross Expenditures	201,322	206,840	239	207,079	5,518	2.7%	5,758	2.9%		
Subsidies	(9,482)	(9,482)	-	(9,482)	-	0.0%	-	0.0%		
Other Revenues	(8,616)	(8,886)	-	(8,886)	(270)	3.1%	(270)	3.1%		
Total Revenue	(18,098)	(18,368)	-	(18,368)	(270)	1.5%	(270)	1.5%		
Net Expenditures	\$ 183,224	\$ 188,472	\$ 239	\$ 188,712	\$ 5,249	2.9%	\$ 5,488	3.0%		
Consumption Growth										-3.5%
Customer Growth										1.6%
Rate Impact										5.1%

Expenditures

Personnel Services - \$1.5 million increase

As shown in the following table, compensation costs are proposed to increase by 3.16% or \$1.5 million in 2017 as a result of:

- 1.91% or \$913,000 for base budget compensation increases, comprised of the following:
 - 1.57% or \$752,000 increase to salary/wage budget, based on a 1.5% increase to the non-union salary grid and anticipated increases in union agreements for 2017. Actual salary/wage increases for non-union staff are based on a pay for performance merit system.
 - 0.33% or \$159,000 increase to benefit costs, including a premium increase of 2.0% for extended health care and 2.0% for dental costs where personnel rates are further adjusted to represent the group's utilization experience.
 - 0.01% or \$3,000 increase resulting from in-year changes and other compensation adjustments.

- 1.25% or \$598,000 increase for an additional 5.0 full-time equivalents (FTEs) recommended as strategic investments in the 2017 Budget.

2017 Compensation Summary						
	2015	2016	2017			
	Compensation Budget	Compensation Budget	Compensation Inc/(Dec)	Strategic Investments	Compensation Budget	Change
Infrastructure Planning & Policy	\$ 8,194,520	\$ 8,564,410	\$ 215,990	\$ 240,700	\$ 9,021,100	5.33%
Engineering & Construction	8,217,400	8,512,330	184,470	110,530	8,807,330	3.47%
Water & Wastewater System Services	12,755,110	13,195,850	195,980	92,470	13,484,300	2.19%
Water & Wastewater Treatment	17,067,130	17,562,190	316,860	154,580	18,033,630	2.68%
Total	\$ 46,234,160	\$ 47,834,780	\$ 913,300	\$ 598,280	\$ 49,346,360	3.16%
Compensation Increase			1.91%	1.25%	3.16%	

Staff Complement

As shown in the following table, the additional staff complement proposed in the 2017 Rate-Supported Budget as strategic investments is 5.0 FTEs or a 1.12% increase, which results in a total complement of 452.0 FTEs.

2017 Complement Summary (Excluding Halton Regional Police Services)					
	2015	2016		2017	
	Budgeted Staff Complement	Budgeted Staff Complement	Total In-Year Adjustments	Strategic Investments	Budgeted Staff Complement
Infrastructure Planning & Policy	78.0	78.0	-	2.0	80.0
Engineering & Construction	72.0	73.0	(1.0)	1.0	73.0
Water & Wastewater System Services	128.0	133.0	-	1.0	134.0
Water & Wastewater Treatment	162.0	163.0	1.0	1.0	165.0
Total	440.0	447.0	-	5.0	452.0
Staff Increase - Rate			0.00%	1.12%	1.12%

Materials & Supplies - \$1.3 million increase

- \$2.3 million increase in hydro based on a forecasted rate increase and additional usage resulting from upgrades at Skyway and Mid-Halton WWTPs
- \$40,000 increase in plant maintenance materials and supplies to maintain a state-of-good-repair
- \$26,000 inflationary increase in chemicals
- (\$541,000) decrease in materials from stores mainly due to the movement of water meter replacements to the capital program
- (\$341,000) reduction in materials for main and service connection repairs based on revised contracts
- (\$34,000) reduction in travel expenses to reflect actual trends

Purchased Services - \$1.1 million increase

- \$938,000 increase in contracted services for main/service connection repairs and water meter installations based on revised contracts, and the implementation of the large meter maintenance program
- \$252,000 increase in plant maintenance to maintain a state-of-good-repair
- \$200,000 increase for locate investigations based on demand
- \$135,000 increase in property taxes based on actual trends
- \$101,000 increase in Local Distribution Company charges to accommodate a contracted rate increase of 1.0% and customer growth
- (\$344,000) decrease in professional consulting services with the completion of projects
- (\$183,000) decrease in staff training and conferences to reflect the centralization of the program to Human Resources

Financial & Rent Expenses - \$156,000 decrease

- (\$156,000) decrease in equipment leases with the use of Region-owned equipment

Allocated Charges/Recoveries - \$1.1 million increase

- \$747,000 increase in recoveries mainly driven by additional staff resources proposed in strategic investments in support of the capital program
- \$228,000 decrease in advertising charges which have been moved to the corporate support charges
- \$100,000 decrease in engineering project investigation fees based on actual trend
- \$61,000 savings in IT software charges based on a contract change

Corporate Support Charges/Recoveries - \$849,000 increase

- Increases are primarily driven by the centralization of the training/development program into Human Resources and the movement of advertising costs

Transfers to Reserves - Operating - \$28,000 increase

- Increase in Local Improvement reserve transfer, based on increased revenues as per FN-11-16 (re: Impose Charges for the Installation of a Wastewater Service Extension to 8724 and 8750 Regional Road 25, Ward 2, Town of Milton)

Capital Financing Expenditures - \$2.2 million increase

- \$7.1 million increase in transfers to capital reserves to support the water and wastewater State-of-Good-Repair capital program
- \$5.1 million savings in debt charges from implementation of pay-as-you-go in the 2016 Budget
- \$58,000 decrease in development charge (DC) financing related to the decrease in the growth-related debt charges
- \$83,000 planned increase to support the purchase of new and replacement vehicles

Revenues - \$270,000 increase

In addition to water and wastewater rate revenue, a number of other revenues fund the water and wastewater program. As shown below, the 2017 Budget includes \$18.4 million in other revenues, an increase of \$270,000 or 1.5% over 2016.

Rate Program Fees & Other Revenues				
\$000s	2016	2017	Change in Budget	
Gas Tax Revenue	\$ 9,482	\$ 9,482	\$ -	0.0%
Interest Earnings	3,617	3,617	-	0.0%
Fees for Service	3,378	3,495	117	3.5%
Sewer Discharge Agreements	960	1,079	119	12.4%
Bulk Water Charges	661	694	34	5.1%
Total	\$ 18,098	\$ 18,368	\$ 270	1.5%

The increase includes \$117,000 for fees for service based on growing demand for permit inspections and additional local improvement revenue, \$119,000 for sewer discharge agreement revenue based on actual trends, and \$34,000 for bulk water charges based on the rate increase. The 2017 Budget also includes \$9.5 million of Gas Tax funding and \$3.6 million of investment earnings applied to the rate-supported services, which have remained unchanged from the 2016 Budget.

2017 Rate Strategic Investments

A total of 5 additional staff at a net cost of \$239,000 is included in the 2017 Water & Wastewater budget as shown in the following table. Details of the business cases for these positions can be found in the Rate-Supported Budget Detail section.

2017 Rate Supported Strategic Investments						
Dept	Division	Title	FTE	Gross Impact	Capital Recovery	Rate Impact
PW	Infrastructure Planning & Policy Division	Senior Policy Analyst	1.0	\$ 129,955	\$ (47,693)	\$ 82,262
PW	Infrastructure Planning & Policy Division	Infrastructure Network Analyst	1.0	116,225	(116,225)	-
PW	Water & Wastewater System Services	Water Meter Program Coordinator	1.0	94,440	(94,440)	-
PW	Water & Wastewater Treatment	Maintenance Manager	1.0	157,195	-	157,195
PW	Engineering & Construction	Construction Inspector	1.0	119,145	(119,145)	-
Rate Total			5.0	\$ 616,960	\$ (377,503)	\$ 239,457

- Senior Policy Analyst (Infrastructure Planning and Policy) - \$130,000** A Senior Policy Analyst is required to meet its obligations with respect to aligning Public Works policies, by-laws, standards and guidelines related to water, wastewater and transportation infrastructure with Federal, Provincial and Conservation Authority policies/guidelines, as well as give consideration for local directives. This position also supports the Capital Budget and therefore \$48,000 is recovered from that budget. The net impact to the Rate-Supported Operating Budget is \$82,000.
- Infrastructure Network Analyst - \$116,000** An Infrastructure Network Analyst is required to provide system modeling support for the Transportation Planning program. Halton Region currently manages a regional road network comprised of 1,080 lane kilometres of major arterial roads. A key tool utilized in the planning of roads is transportation demand forecasting modeling and the Region's road network is modeled in EMME software which is consistent with local municipalities who have also modeled their systems. Currently, Halton outsources its transportation demand forecasting modeling to a third party. As the Regional Road network is growing and maturing, as well as the reliance on the modeling results to make decisions related to capital investments in Halton's road network, an Infrastructure Network Analyst is required to update, maintain and operate the Region's transportation network model to fully review the impact of growth on the regional road network.
- Water Meter Program Coordinator - \$94,000** A dedicated Water Meter Program Coordinator is required to plan and coordinate water meter programs including planned residential change-out, reactive replacement of meters, management of hired contractors, tracking of performance and addressing contractual or performance issues. The Program Coordinator will oversee and manage the new water meter program as discussed in PW-29-16/FN-22-16 (re: Long-Term Water Meter & Billing Strategy) including the replacement of approximately 13,000 pulse meters, the large meter maintenance and replacement program, as well as the overall meter service programs. This position supports the Water Meter capital program and is entirely recovered from that budget. There is no net impact to the Rate-Supported Operating Budget.

- **Treatment Plant Maintenance Manager - \$157,000** A Maintenance Manager will provide strategic leadership for the development and management of a comprehensive plant maintenance program necessary to ensure essential water and wastewater services are provided to the residents of Halton.
- **Construction Inspector - \$119,000** A Construction Inspector is required to address increased demand for capital contract compliance inspections arising out of the growth in the Region's Transportation, Water and Wastewater Growth and State-of-Good-Repair Capital programs. Capital construction to address growth and maintain a state-of-good-repair has increased significantly over recent years. This growth in activity will continue, increasing the need for experienced and trained inspectors to ensure that infrastructure is inspected and documented as required by legislation Drinking Water Quality Management Standard (DWQMS), *Sustainable Water and Sewage Systems Act* and Provincial Minimum Maintenance Standards for Municipal Highways, and to ensure that infrastructure is delivered in a way that minimizes the impact on the community. This position supports the Capital Budget and is entirely recovered from that budget. There is no net impact to the operating budget.

10-Year Water & Wastewater Operating Budget Forecast

The rate forecast has been prepared based on current financing plans approved by Council to maintain levels of service. The following budget assumptions have been incorporated into the 10-year forecast:

- Hydro increases of 2.5%
- Chemical increases of 2.0%
- Biosolids haulage cost increases of 2.0%
- Property taxes at 2.0%
- Customer growth ranging from 1.2% to 1.6%
- Consumption growth of -3.5% to 0.0%
- Capital expenditures based on financing plan for the Capital Budget
- Debt financing rate of 5.0%

Potential pressures on the 10-year forecast include:

- Price impacts over and above the estimated inflationary assumptions
- Impact of capital financing that may be required based on Asset Management Plan updates resulting from the Halton Region Asset Management Roadmap Implementation Plan
- Further reductions in consumption per customer
- Change in residential and industrial customers growth
- Increase in cost to maintain the system based on growing infrastructure
- Overall economic conditions
- Impact of complying with the Ontario *Underground Information Notification System Act, 2012*
- Legislation and regulation, such as Bill 175, the *Water and Sewage System Sustainability Act*, *Clean Water Act* and continuous improvement of the Drinking Water Quality Management System and pending implementation of wastewater regulations

The water and wastewater rate forecast has been prepared to maintain the operating cost increases at or below the rate of inflation and to ensure that the funding for the repair and replacement of the water and wastewater infrastructure is financially sustainable. As shown in the following table, the rate forecast anticipates increases above the rate of inflation in a range between 4.3% and 5.3%. Over half of the increase (1.1% to 3.8%) is required to support the capital expenditure financing to maintain the State-of-Good-Repair capital program.

Ten Year Operating Budget Forecast For Rate Supported Services										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
(\$000s)	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Water Treatment	\$ 22,782	\$ 23,466	\$ 24,216	\$ 25,004	\$ 25,809	\$ 26,577	\$ 27,377	\$ 28,199	\$ 29,050	\$ 29,934
Wastewater Treatment	40,541	41,760	43,093	44,497	45,929	47,295	48,719	50,182	51,697	53,268
Water Distribution	24,545	25,283	26,090	26,940	27,807	28,634	29,497	30,382	31,299	32,251
Wastewater Collection	20,132	20,738	21,400	22,097	22,808	23,486	24,194	24,920	25,672	26,453
Infrastructure Management	80,711	88,538	96,366	105,318	114,189	123,850	133,995	144,855	155,028	165,084
Net Program Impact	\$ 188,712	\$ 199,785	\$ 211,164	\$ 223,856	\$ 236,544	\$ 249,842	\$ 263,782	\$ 278,539	\$ 292,746	\$ 306,989
Customer Growth	1.6%	1.6%	1.5%	1.5%	1.4%	1.4%	1.4%	1.4%	1.2%	1.5%
Consumption Growth	-3.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Annual Water Consumption m ³ (000s)	52,913	52,913	52,913	52,913	52,913	52,913	52,913	52,913	52,913	52,913
Rate Increase	5.1%	5.2%	5.0%	5.3%	5.0%	5.0%	4.9%	4.9%	4.5%	4.3%
Residential Bill (250 m³ p.a.)	\$ 929	\$ 977	\$ 1,026	\$ 1,081	\$ 1,135	\$ 1,192	\$ 1,251	\$ 1,312	\$ 1,371	\$ 1,429
\$ Increase	\$ 45	\$ 48	\$ 49	\$ 55	\$ 54	\$ 57	\$ 59	\$ 62	\$ 58	\$ 58

Rate Budget Forecast as Projected in the 2016 Budget										
Annual % Rate Increase	5.1%	5.2%	5.0%	5.3%	5.0%	5.0%	4.9%	4.9%	4.2%	

Water & Wastewater Budget

The Region's Water and Wastewater Rate-Supported Budget provides for the delivery of safe, clean drinking water and the effective treatment of wastewater (sewer). The Public Works Department delivers the water and wastewater program through systems that include 12 water treatment plants and 7 WWTPs.

Budget Impacts

The 2017 Rate-Supported Budget expenditures are increasing by \$5.5 million or 3.0%. As discussed earlier, when combined with the adjustments to the rate revenue/structure and the customer growth, this results in a 5.1% rate increase, which equates to a \$45 annual increase per typical household (consuming 250 m³/year). Increases are mainly driven by increases in hydro expenditures at the treatment plants and investment in the State-of-Good-Repair capital program. In addition, 5 FTEs are proposed as strategic investments.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Rate Impact			
Water & Wastewater Services					Net Rate Impact	2017-2016	
Water Treatment	\$ 24,082	\$ (1,638)	\$ 337	\$ 22,782	\$ 22,308	\$ 473	2.1%
Wastewater Treatment	42,254	(2,273)	560	40,541	38,219	2,322	6.1%
Water Distribution	27,222	(2,920)	243	24,545	24,492	53	0.2%
Wastewater Collection	20,880	(1,308)	561	20,132	19,693	439	2.2%
Infrastructure Management	113,223	(10,223)	(22,289)	80,711	78,511	2,200	2.8%
Total	\$ 227,661	\$ (18,362)	\$ (20,588)	\$ 188,712	\$ 183,224	\$ 5,488	3.0%
FTE				428	423	5	1.2%



Water Treatment

Water Treatment is responsible for the reliable provision of clean, safe drinking water in accordance with all legislative requirements. Water Treatment operates and maintains 12 water treatment plants: 3 surface water (lake source) (Burlington, Burloak and Oakville) and 9 groundwater (well source). These facilities employ a multi-barrier treatment approach and highly trained licenced operators to ensure that the drinking water produced is of the highest quality. Operations and maintenance staff manage water treatment facility assets through planned and preventative maintenance programs.

Budget Impacts

The 2017 Water Treatment budget reflects a net increase of \$473,000 or 2.1%, mainly driven by rising hydro costs based on a rate increase. Details are discussed below.

Energy costs significantly impact the change in operating costs for 2017. Water Treatment uses more than 29 million kilowatt hours (kWh) annually, representing over 21% of Halton's corporate electricity consumption. Hydro consumption at water plants depends on the size, quantity, type and age of equipment and the level of treatment. Enhancements to the level of treatment and expansions at the Region's water plants also impact annual electricity demand. In coordination with the local hydro utilities, the Public Works department has initiated an Energy Management initiative in an effort to identify opportunities to reduce electricity use and improve energy conservation.



\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Rate Impact	Net Rate Impact	2017-2016	
Water Treatment							
Plant Operations	\$ 17,016	\$ (1,638)	\$ 337	\$ 15,715	\$ 15,421	\$ 294	1.9%
Plant Maintenance	7,066	-	-	7,066	6,887	179	2.6%
Total	\$ 24,082	\$ (1,638)	\$ 337	\$ 22,782	\$ 22,308	\$ 473	2.1%

Water Plant Operations

Water Plant Operations provides clean, safe, potable water sourced from all 12 of the Region's water treatment plants to the residents and businesses of Halton. The Town of Oakville, the City of Burlington and a portion of the Town of Milton utilize water from Lake Ontario, while the communities of Georgetown, Acton, Campbellville and the rest of Milton draw their water from well systems. All water plants and groundwater systems are controlled through a SCADA system that is monitored 24/7.

The 2017 Water Plant Operations budget reflects an increase of \$294,000 or 1.9% compared to the 2016 Budget, mainly driven by an increase in hydro expenditures. As shown below, the Water Plant Operations cost per megalitre (ML) of water treated has risen in recent years.

Water Plant Operations	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Megalitre of Treated Drinking Water (Ground Water based)	8,557	8,728	8,688	8,700	8,700
Megalitre of Treated Drinking Water (Surface Water Based)	53,109	52,421	53,844	55,746	54,132
Megalitre of Treated Drinking Water (Total)	61,666	61,148	62,532	64,446	62,832
Water Plant Operations Cost / Megalitre of Water Treated	n/a	n/a	\$ 241	\$237	\$250
Hydro Consumption / Megalitre of Water Treated	511.3	493.9	467.9	454.5	467.7
Percent of Compliance to Drinking Water Standards	100%	100%	100%	100%	100%

The volume of treated drinking water is driven by many factors, including the amount of warm weather experienced in the Region, rainfall, population growth, the type and age of the homes being served, as well as the number and types of businesses being served.

The volume of drinking water treated from both the Region's groundwater-based and surface water-based systems has increased only slightly in recent years despite a growing population. This is a result of water conservation programs, changes to the Ontario Building Code and increased environmental awareness among Halton's residents and businesses. The 2016 projected ML of treated drinking water reflects the hot and dry summer in 2016.

Regional staff actively manages hydro use where possible, and considers increased efficiencies and conservation for energy use in order to offset increased hydro pricing. As a result, hydro consumption per ML of water treated has declined in recent years as shown in the table.

The Region has maintained a perfect compliance rating of 100% over the past 5 years and will ensure this rating will continue.

Water Plant Maintenance

Water Plant Maintenance provides maintenance services for all 12 of the Region's water treatment plants through planned and preventative maintenance programs conducted by skilled tradespersons and experienced maintenance planning staff. Plant maintenance services also include corrective and emergency repairs, and coordination of contractors and specialized trades conducting maintenance work at water plants.

The Water Plant Maintenance budget for 2017 reflects an overall increase of \$179,000 or 2.6%. This is a result of inflationary increases for materials and supplies, and contracted services used to repair and maintain the Region's water plants.

The lower value of the Canadian dollar since 2014 has impacted the costs associated with plant maintenance, including the goods and services required to perform maintenance services. The increasing size and complexity of the Region's water plants, in response to legislative regulations, also impacts increasing maintenance costs due to the equipment needed to service and maintain these plants. As a result, the Water Plant Maintenance cost per ML of water treated has been rising as shown below.

Water Plant Maintenance	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Maintenance Hours by Type: Regular Maintenance	14,050	17,135	12,571	14,500	15,000
Maintenance Hours by Type: Emergency Maintenance	1,398	1,017	866	1,100	1,000
Water Plant Maintenance Cost / Megalitre of Water Treated	n/a	n/a	\$101	\$103	\$112

Water Plant Maintenance devotes a significant number of hours to regular maintenance, ensuring that the critical components of the closely monitored and highly regulated drinking water environment are in working order and available when needed. Emergency maintenance is performed as needed based upon the criticality of the equipment. As the Region's water infrastructure expands and is upgraded in response to population growth and regulatory pressures, maintenance hours are expected to increase. Halton's Water Plant Maintenance staff work diligently to optimize regular maintenance and minimize disruptive and expensive emergency work.

Wastewater Treatment

Wastewater Treatment is responsible for the safe, efficient and effective operation and maintenance of 7 WWTPs to remove contaminants in the wastewater stream prior to being discharged to the environment. Solids generated by the treatment process are transported to a centrally-located Biosolids management centre for further processing and final disposition, and to treat and dispose of solid organic matter recovered from the wastewater. These plants treat more than 76 billion litres of wastewater annually.

Wastewater is treated in a safe and responsible manner that complies with all provincial and federal regulations, approvals and standards. Wastewater is tested and monitored regularly prior to discharge. Operations staff manages wastewater treatment facility assets through planned and preventative maintenance programs. Wastewater Treatment is also responsible for the treatment and disposition of residual solids through the Biosolids Management Program.

Budget Impacts

The 2017 Operating Budget for Wastewater Treatment has been projected at \$40.5 million. This represents an increase of \$2.3 million or 6.1% from the 2016 Budget and is required to maintain the existing levels of service.

Key factors influencing the 2017 Budget include higher costs for materials and supplies from US suppliers and renewed contracts, as well as increases in energy costs.

The cost of energy has the greatest influence on the change in operating costs for 2017, with hydro costs increasing by \$1.9 million. Of the \$1.9 million, \$1.5 million is due to the rate increase and \$410,000 is due to higher volume resulting from the Skyway WWTP upgrades and Mid-Halton pumping station expansion. There have been significant increases and fluctuations in the unit prices for electricity over the past several years. Wastewater Treatment uses over 52 million kWh annually, representing more than 38% of the Region's corporate electricity budget.

Hydro consumption at wastewater treatment plants depends on size, quantity, type and age of equipment, and the level of treatment of the individual treatment plant.

Enhancements to the levels of treatment to improve effluent quality at the Region's wastewater treatment plants have also increased annual electricity demand. The Public Works department has initiated an Energy Management initiative in an effort to identify opportunities to reduce electricity use and improve energy conservation in coordination with the local hydro utilities.



\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Rate Impact			
Wastewater Treatment					Net Rate Impact	2017-2016	
Plant Operations	\$ 26,620	\$ (2,273)	\$ 560	\$ 24,907	\$ 23,175	\$ 1,732	7.5%
Plant Maintenance	11,691	-	-	11,691	11,319	372	3.3%
Biosolids Management	3,943	-	-	3,943	3,725	218	5.9%
Total	\$ 42,254	\$ (2,273)	\$ 560	\$ 40,541	\$ 38,219	\$ 2,322	6.1%

Wastewater Plant Operations

Wastewater Plant Operations provides 24/7 operations for 3 secondary and 4 tertiary treatment plants to treat wastewater prior to being discharged to the environment.

The 2017 Wastewater Treatment operations budget has increased by \$1.7 million or 7.5% mainly driven by the rising hydro cost. The increases in hydro consumption are required due to improved levels of treatment that better protect the environment and Halton's water sources, and the expansion of Regional facilities to accommodate growth.

Wastewater Plant Operations	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Megalitre of Wastewater Treated	86,085	84,346	76,588	82,951	82,500
Wastewater Plant Operations Cost / Megalitre of Wastewater Treated	n/a	n/a	\$286	\$283	\$302
Hydro Consumption / Megalitre of Wastewater Treated	578	584	685	617	649
Treated Wastewater that Receives Secondary or Better Treatment Prior to Discharge into the Environment (%)	99.7	99.6	100.0	>99.5	>99.5

The volume of wastewater treated has remained relatively consistent despite a growing population. This trend is a result of significant efforts by water conservation programs, the Region's efforts to remove the extraneous water out of the system, changes to the Ontario Building Code, and an increased environmental awareness among Halton's residents and businesses. It is anticipated that this trend will not continue and that flows will begin to increase as the population continues to grow. As part of the implementation of the Region-wide Basement Flooding Mitigation program, the Region continues to invest in the sewer system optimization capital program and flow monitoring to address sources of infiltration and improve system performance thereby further increasing the resiliency of the system to the impacts of future storm events.

The total kWh of hydro used in wastewater treatment has risen in recent years. This increase is related to enhanced levels of treatment required to meet regulatory and environmental standards, as well as wastewater treatment plant expansions. The Burlington Skyway WWTP recently upgraded to a tertiary level of treatment and expanded capacity from 118 to 140 ML per day. Halton staff actively manages hydro use where possible, and continues to seek efficiencies and conservation in electricity use as opportunities to offset

increased hydro consumption. Hydro consumption per ML has increased in line with the overall rise in treatment costs due to expansion and upgrade activities resulting from regulatory requirements and growth pressures while the wastewater flows have remained relatively consistent.

Wastewater treatment consistently treats over 99.5% of wastewater to a secondary or better level of treatment. This treatment is a critical step in the protection of Halton's natural environment, and its drinking and recreational water sources.

Wastewater Treatment Maintenance

Wastewater Treatment Maintenance provides maintenance services for all 7 of the Region's wastewater treatment plants and the Biosolids Management Centre through planned and preventative maintenance programs. Wastewater Plant Maintenance also provides corrective and emergency repair services, and coordinates contractors and specialized trades conducting maintenance work.

Wastewater Treatment Maintenance	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Maintenance Hours by Type: Regular Maintenance	24,591	28,246	27,681	27,000	28,000
Maintenance Hours by Type: Emergency Maintenance	3,908	3,450	3,082	3,300	3,100
Wastewater Plant Maintenance Cost / Megalitre of Wastewater Treated	n/a	n/a	\$144	\$133	\$142

The 2017 Wastewater Treatment Maintenance budget presents an increase of \$372,000 or 3.3% compared to the 2016 Budget. Pressures on this budget include rising costs for contracted services, parts and supplies, and the lower value of the Canadian dollar. The increasing size and complexity of the Region's wastewater treatment plants also results in more equipment to service and maintain. The 2017 Budget also includes a strategic investment for a Maintenance Manager to ensure the effective delivery of a comprehensive plant maintenance program with the opportunity to improve the efficiency and effectiveness of the group by combining the Water and Wastewater maintenance programs.

Wastewater Treatment combines the many complex biological, mechanical, chemical, and physical processes in a challenging environment to effectively treat wastewater. These challenges mean that some degree of emergency maintenance is unavoidable.

Biosolids Management

Compared to 2016, the 2017 Biosolids Management Program budget has increased by \$218,000 or 5.9%.

Solids Management	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Tonnes of Bio-solids Treated and Disposed	34,587	32,085	33,386	35,474	35,446
Cost / Tonne of Bio-solids Treated and Disposed	\$93	\$105	\$110	\$106	\$111

The cost of biosolids treated and disposed of through Halton's Biosolids Management Program has increased due to increases in volumes of biosolids, as well as energy and chemical prices and growth. Additionally, rural land availability for land application of biosolids within the Region is decreasing annually, increasing hauling costs to lands outside of Halton.

In general, tonnes of biosolids treated and disposed of are in line with Regional growth. Treatment and disposal cost per tonne has been increasing in line with overall cost increases. The recent contract includes an alternative biosolids management approach which has resulted in a slight reduction in unit costs.

Water Distribution

Water Distribution is responsible for the operation and maintenance of water infrastructure and supplies approximately 62 billion litres of safe drinking water to more than 200,000 households and businesses in Halton each year. Water Distribution also ensures drinking water is supplied in a safe, efficient manner and in accordance with all legislative requirements. Water Distribution maintains and operates over 2,200 kilometres (km) of water mains, 22 water reservoirs, 14 booster pumping stations, 13,500 hydrants and 20,500 valves. In addition to continuous monitoring at reservoirs and booster pumping stations, licensed operators sample and test drinking water more than 5,000 times annually. Operations staff manages the water distribution system through preventive and reactive maintenance programs and responds to customer service inquiries, including emergencies 24/7.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Rate Impact	Net Rate Impact	2017-2016	
Water Distribution							
Distribution Network Operations & Maintenance	\$ 15,952	\$ (1,714)	\$ 243	\$ 14,480	\$ 14,714	\$ (233)	-1.6%
Service Connections	1,979	(1,115)	-	865	800	65	8.1%
Fire Suppression	771	(91)	-	680	674	6	0.9%
Pumping Stations	8,520	-	-	8,520	8,304	215	2.6%
Total	\$ 27,222	\$ (2,920)	\$ 243	\$ 24,545	\$ 24,492	\$ 53	0.2%

Budget Impacts

The 2017 Water Distribution budget reflects a net increase of \$53,000 or 0.2% which is required to maintain existing levels of service.

Regional growth of the distribution network continues to increase the number of service connections, water meter and fire hydrant assets being operated and maintained. Distribution infrastructure is expanding while per capita water consumption continues to decline. Decreased consumption results from Ontario Building Code updates that require efficient fixtures in new homes such as low flow toilets, which contributes to the lower per household water use.

Furthermore, water efficiency awareness continues to grow amongst Halton residents and businesses. Most compliance-related maintenance and operations are not tied to consumption, and continue to increase with the addition of new infrastructure assets. Economic pressures on this budget include increased contracted services costs and costs for parts and supplies due to a lower Canadian dollar and fluctuations in commodity prices. While there is limited discretion to adjust service levels in response to some economic pressures, controllable costs have been effectively managed to remain below the rate of inflation.



Distribution Network Operations and Maintenance

Distribution Network Operations and Maintenance includes all activities necessary to protect the integrity of the infrastructure network of water mains and appurtenances, as well as ensuring that they are functioning properly. Water distribution operators complete preventive and reactive maintenance and repairs to sustain the distribution network that ensures an uninterrupted supply of safe drinking water to residents and businesses of Halton. Operators also respond to customer requests for service, such as responding to frozen water service complaints and conducting water quality tests.

The 2017 Budget projects a decrease of \$233,000 or -1.6%, compared to 2016 largely due to savings in professional fees, technology and other support costs.

Distribution network infrastructure continues to increase in order to accommodate growth in the Region. As water mains, valves, fire hydrant, pumps and other assets are added to the system, operational and maintenance programs are expanded to ensure that the Region remains compliant with legislative drinking water standards and continues to deliver an uninterrupted supply of drinking water to residents and businesses.

Distribution Network Operations & Maintenance	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Annual Number of Water Main Breaks	108	136	150	110	110
Number of km's of Watermain Operated and Maintained	2,198	2,218	2,220	2,231	2,253
Megalitre of Drinking Water Distributed	51,893	50,950	52,953	54,167	52,913
Number of Water Locates	17,392	25,308	49,802	51,000	45,000
Cost / km of Watermain Operated and Maintained	n/a	n/a	\$5,555	\$6,754	\$6,427
Number of Customer Service Complaints	316	683	789	610	600
Percent of Compliance to Drinking Water Standards in the Distribution System	99.9%	99.9%	99.9%	100.0%	100.0%

The cost to operate and maintain the distribution network is increasingly impacted by external factors required to deliver services throughout the Region, such as the cost for energy, materials, supplies and external services.

Significant efforts continue to be made in order to mitigate the pressures of rising cost, such as the optimization of operating and maintenance programs to ensure the most efficient use of resources.

The kilometres of water mains (and the associated number of valves and hydrants within the distribution network) continue to expand as the Region continues to grow. Operational programs continue to evolve to meet the demands of maintaining the infrastructure as efficiently as possible while continuing to recognize the need to manage overall operating costs.

Halton was impacted by extreme winter conditions in 2014 and 2015, which led to the significant increase in water main breaks during that time. Extreme winter conditions during this time also increased the number of complaints and inquiries received by staff, mostly related to frozen water services. Historical averages for years with reasonable winter weather have been about 110 breaks per year. Capital programs to replace aging water mains ensure that the integrity of the infrastructure is maintained and that in the absence of extreme winter conditions, the historical average of water main breaks per year can be maintained. In addition, diligent tracking of complaints ensures that issues are addressed quickly and steps taken to mitigate future concerns. Public Works continues to strive to constantly reduce complaints and has initiated numerous improvement initiatives to achieve this goal.

Average consumption has remained at a consistent level over the past 4 years and is expected to increase at a slower rate than growth within the Region. A slight increase in 2016 consumption rates was due to an extremely dry year, which increased outdoor water use. In 2017, staff are projecting a slight decline in consumption due to the Ontario Building Code requirements for more efficient fixtures and toilets, as mentioned under budget Impacts.

The number of locate requests that the Region receives has significantly increased as a result of the Ontario One Call legislation that came into effect in 2014. The objectives of this new legislation are to minimize damage to underground infrastructure and protect public safety. Due to the new requirements, measures have been implemented to handle the increased number of locate requests.

Working with service providers, Halton staff are working to optimize the locate program and as the program matures, it is expected that the number of locate requests that require processing will normalize and is anticipated to decrease.

Over the last 5 years, the Region has had a near perfect record of compliance to drinking water standards. Water quality is continuously monitored throughout the distribution system and more than 5,000 tests are conducted annually on to ensure safe, high-quality drinking water.

Service Connections

Service Connections maintenance is related to maintaining the public water services that connect each residence and business to the Region's water network. Water distribution operators and meter technicians also maintain curb boxes and water meters and respond to customer inquiries related to water pressure and flow.

The 2017 Operating Budget is increasing \$65,000 or 8.1%. This is largely attributed to the new large meter maintenance program and increased meter costs, offset partly with the capitalization of water meter replacements and new installations. In addition, proactive meter replacements in 2017 are expected to have a positive impact on the number of meter service calls received in future years and provide more accurate meter readings.

Service Connections	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Service Connections Operated and Maintained (000s)	147	149	150	152	155
Number of Water Meters Maintained (000s)	151	153	155	158	161

As shown in the table above, the number of water service customers has been growing each year, increasing the number of service connections and meters being maintained. Staff are proposing an extensive meter repair and replacement initiative over the next few years, funded through the capital budget. The Region is implementing 2 programs in 2017 to replace end-of-life residential and larger industrial/commercial/institutional meters in order to significantly reduce the number of meter reading issues and service calls that meter technicians respond to as a result of aging meters.

Furthermore, a proactive maintenance program for large meters (40 mm and greater), will begin in 2017, prolonging the life of the meters and ensuring that the proper volume of water is being recorded. To coordinate all of these new meter programs, a strategic investment for a Water Meter Program Coordinator is recommended.

Fire Suppression

Fire Suppression refers to the maintenance, repair and testing of fire hydrants throughout the Region. In compliance with Ontario Regulation 213/07, preventive maintenance is performed on hydrants annually to ensure they are in good condition and functioning properly for the protection of Halton citizens.

The 2017 Budget for this type of maintenance is increasing by \$6,000 or 0.9%, largely due to compliance activities such as Hydrant Preventive Maintenance and Hydrant Fire Flow Testing.

Fire Suppression	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Fire Hydrants Operated and Maintained	13,232	13,361	13,243	13,712	13,931

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. An assessment of hydrant paint condition was added to the maintenance activity in 2016. A new contract and painting specification was tested in 2015 maintaining good results to date. The priming and improved exterior paint is proving more durable with a marginal cost increase. By switching this painting program from a 5-year cycle to a condition-based activity, the budget for this activity is being reduced in the 2017 Budget.

Pumping Stations

Operations and Maintenance of Reservoirs and Pumping Stations refers to the activities that are carried out to ensure that the outlying facilities used to store and pump drinking water throughout the Region are in good condition and functioning properly. Outlying facilities include reservoirs that store drinking water to ensure an uninterrupted supply of water and fire protection, and booster pumping stations that are used to maintain water pressure and pump water from the water facilities to homes and businesses across the Region.

These outlying facilities contain more than 2,000 critical pieces of equipment that are inspected and maintained on a regular basis. At some outlying facilities, drinking water is re-chlorinated to ensure it is safe at all times. Critical equipment is maintained to ensure uninterrupted service by implementing planned and preventative maintenance programs, providing corrective and 24/7 emergency repair services, as well as coordinating contractors and specialized trades conducting maintenance work.

The 2017 Budget is increasing by \$215,000 or 2.6% as a direct result of increasing hydro rates.

Pumping Stations	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Pumping Stations Operated and Maintained	14	14	14	14	14

Mechanical and electrical systems and instrumentation at reservoirs and booster pumping stations require preventive maintenance and corrective repairs to ensure pumps, valves, controls and instruments continue to function adequately. With over 50% of maintenance and repair work completed by external service providers, a slight increase to the 2017 Budget will accommodate the rising costs goods and services.

Wastewater Collection

Wastewater Collection is responsible for collecting and conveying wastewater from residential, commercial and industrial customers in 7 separate catchment areas of the Wastewater Treatment Plants. Halton collects approximately 76 billion litres of wastewater (such as water from toilets, dishwashers and washing machines) in a safe, responsible manner in accordance with all legislated requirements every year. Wastewater Collection operates and maintains more than 1,877 km of sewer mains and 82 pumping stations. Operations staff manages the wastewater collection system by implementing preventive and reactive maintenance programs, providing customer service, and responding to emergencies 24/7.

Budget Impacts

The 2017 Wastewater Collection budget reflects a net increase of \$439,000 or 2.2% which is required to maintain existing levels of service.

\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Rate Impact	Net Rate Impact	2017-2016	
Collection Network Operations & Maintenance	\$ 8,872	\$ (1,218)	\$ 561	\$ 8,215	\$ 8,086	\$ 129	1.6%
Lateral Connections Flood Mitigation Program	943	(91)	-	852	672	180	26.8%
Pumping Stations	2,410	-	-	2,410	2,410	-	0.0%
Total	\$ 20,880	\$ (1,308)	\$ 561	\$ 20,132	\$ 19,693	\$ 439	2.2%



Regional infrastructure continues to expand and there are a greater number of assets to be maintained. Furthermore, work related to the Basement Flooding Mitigation Program continues to be a priority.

Beginning in 2016, the Enhanced Basement Flooding Prevention Subsidy program expanded to provide subsidies Region-wide. Combined with public education and outreach initiatives, the program is expected to experience significant uptake in 2017.

Collection Network Operations and Maintenance

Collection Network Operations and Maintenance includes all of the activities necessary to protect the integrity of the infrastructure network of pipes and manholes, ensuring wastewater is effectively and efficiently collected and conveyed to the WWTPs. Wastewater Collection operators are responsible for completing preventive maintenance and reactive maintenance, such as routine and emergency sewer main flushing and repairs. Operators respond to customer requests for service, such as responding to reports of blocked sewer mains and overflowing manholes.

The 2017 Budget is increasing by \$129,000 or 1.6% due to the expansion of infrastructure to accommodate growth and external factors such as the cost of energy, materials, supplies and services. 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. Through proactive programs, such as sewer main flushing and inspections, Halton ensures that deficiencies are identified and fixed before they become expensive problems that impact residents and businesses.

Collection Network Operations & Maintenance	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of km's of Operated and Maintained	1,851	1,861	1,877	1,894	1,915
Number of Wastewater Locates	21,936	29,752	35,687	28,000	25,000
Cost per km of Wastewater Collection Network Operated and Maintained	n/a	n/a	\$4,333	\$4,304	\$4,290
Number of Customer Service Complaints	1,174	3,558	981	1,054	1,050
Number of By-passes at pumping stations	23	29	14	6	6

Collection network infrastructure continues to increase in order to accommodate growth in the Region. As sewer mains, manholes, pumps and other assets are added to the system, operational and maintenance programs are expanded to ensure that Halton remains compliant with standards and continues to provide uninterrupted conveyance of wastewater from households and businesses. The cost to operate and maintain the collection network is increasingly impacted by external factors, such as the cost for energy, materials, supplies and external services which are required to deliver services throughout the Region.

Significant efforts continue to be made to mitigate the pressures of rising costs such as the optimization of operating and maintenance programs to ensure the most efficient use of resources. As a growing municipality, the kilometres of sewer mains within the wastewater collection network continues to expand. Operational programs continue to evolve to meet the demands of maintaining the infrastructure as efficiently as possible.

The number of locate requests that the Region receives has significantly increased as a result of the Ontario One Call legislation that came into effect in 2014. The objectives of the new legislation are to minimize damage to underground infrastructure and protect public safety.

The new requirements have become established and measures have been implemented to handle the increased number of requests. In concert with service providers, Halton staff are working to optimize the locates program. The number of locate requests that require processing is expected to normalize as the program matures, and is anticipated to be at levels lower than currently seen.

The consistently low volume of complaints demonstrates that the Region successfully provides this service. Statistics show that 2014 was an extraordinary year in which many customers were impacted by extreme weather events. The Flood Mitigation Program reduces the risks to customers associated with future extreme weather events. Public Works has initiated numerous customer service improvement initiatives to ensure that customer complaints continue to decrease.

Pumping station maintenance practices have been improved to mitigate the risk of by-passes. Additional maintenance is performed at stations that are historically problematic. Pump stations have also been upgraded to improve performance during high flow events such as rain storms. Improved alarm protocols have led to a faster response time by Operations staff to resolve issues that could result in by-pass events.

Lateral Connections

Lateral Connections maintenance refers to the activities that ensure wastewater is conveyed from homes and businesses to Regional sewer mains. Building plumbing is connected via service laterals to sewer mains. Collection operators repair the public section of cracked and broken laterals, clear blockages, and undertake CCTV inspections to diagnose issues that prevent wastewater from travelling from buildings to sewer mains efficiently.

The 2017 Budget is increasing by \$180,000 or 26.8% which reflects an increase in wastewater connection repairs related to an aging system and contractor cost increases.

Lateral Connections	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Lateral Connections Maintained (000s)	102	102	103	105	108

The Region's infrastructure continues to expand in line with growth pressures. The increase in the number of service connections is reflective of the new homes and businesses being built. Operations respond to service requests due to blocked laterals 24/7. The Flood Mitigation Program includes a subsidy for lateral repairs to reduce issues that lead to blockages and backups. This program is expected to reduce pressures on staff time by reducing the occurrences of blocked and broken laterals.

Flood Mitigation Program

Flood Mitigation Programs include the Downspout Disconnection and the Weeping Tile Disconnection Subsidy Programs, the Lateral Lining Subsidy Program, and the Backwater Valve Subsidy Programs.

The Region established the Downspout Disconnection and Weeping Tile Disconnection Subsidy Programs in 2016 to encourage property owners to complete private-side disconnections. Program participation results in the prevention of water entering the sanitary system during rain events.

Preventing this source of water from entering the sanitary sewer system reduces the risks associated with basement flooding.

Flood Mitigation Program	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Weeping Tiles Disconnected	n/a	n/a	137	12	80
Number of Downspouts Disconnected	n/a	n/a	1,072	1,600	1,900

The Region has a comprehensive program that provides:

- 100% subsidy for downspout and weeping tile disconnection
- 50% subsidy for lateral lining and repairs
- 50% for backwater valve installation

Pumping Stations

Pumping Stations Operations and Maintenance refers to the activities that are carried out to ensure that the pumping stations that convey wastewater are in good condition and functioning properly.

Operators and skilled trades complete daily inspections, checks and maintenance to ensure that pumps, generators and other equipment are free from obstruction and functioning properly. Through planned and preventative maintenance programs, providing corrective and 24/7 emergency repair services, as well as coordinating contractors and specialized trades conducting maintenance work, critical equipment is maintained to ensure uninterrupted service.

The 2017 Budget is increasing by \$130,000 or 1.5%. This increase is a direct result of increasing hydro rates.

Pumping Stations	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Pumping Stations Operated and Maintained	82	82	82	82	82

Within pumping stations there are more than 2,300 critical pieces of equipment in operation to convey the wastewater collected from homes and businesses across the Region to the treatment plants. Upgrading or expanding the stations, rather than building new ones, is one method the Region is utilizing to efficiently meet the demands of growth.

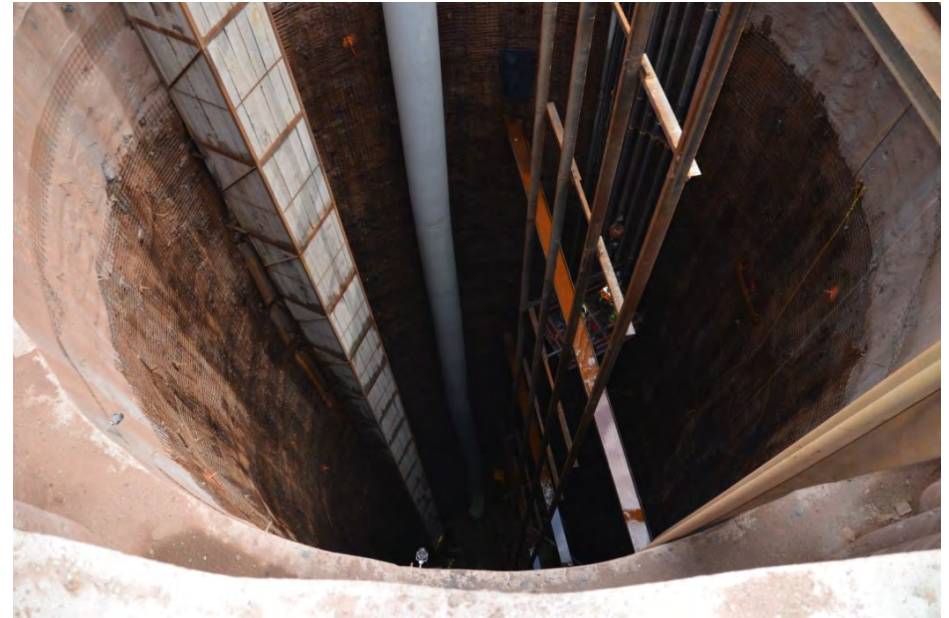
Infrastructure Management

Infrastructure Management includes all planning and policy activities related to the Region's Water and Wastewater assets. The total book value of these assets at December 31, 2015 was \$3.5 billion. These activities include monitoring asset conditions, as well as developing and implementing infrastructure renewal plans through the Asset Management Plan (PW-24-15/FN-39-15/LPS109-15).

Key initiatives of Infrastructure Management include the Water and Wastewater State of Good Repair (Non-Development) Capital Program, growth plans such as the Water and Wastewater Servicing Master Plan, maintaining asset information and inventory records, as well as developing and enforcing Regional Water and Wastewater Works policies.

Budget Impacts

The Infrastructure Management budget reflects a net increase of \$2.2 million or 2.8%, which is required to maintain existing levels of service and to support the Region's investment in the state-of-good-repair capital program and to support the expanding asset base. Included in the Infrastructure Management budget strategic investments of \$130,000 for a Senior Policy Analyst. This position will ensure Halton meets its obligations with respect to aligning Public Works By-Laws, Standards and Guidelines related to water, wastewater and transportation infrastructure with Federal, Provincial and Conservation Authority policies/guidelines as well as providing consideration for local directives. This position also supports the development and maintenance of the Capital Budget, and therefore \$48,000 is recovered from capital projects, resulting in a net impact of \$82,000.



\$000s	2017 Budget				2016 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Rate Impact	Net Rate Impact	2017-2016	
Infrastructure Management							
State of Good Repair	\$ 99,745	\$ (9,482)	\$ (9,552)	\$ 80,711	\$ 78,511	\$ 2,200	2.8%
System Growth Planning	1,652	-	(1,652)	-	-	-	0.0%
Development Review	987	(736)	(252)	-	-	-	0.0%
Engineering & Construction Information Management	10,107	-	(10,107)	-	-	-	0.0%
	732	(5)	(727)	-	-	-	0.0%
Total	\$ 113,223	\$ (10,223)	\$ (22,289)	\$ 80,711	\$ 78,511	\$ 2,200	2.8%

State-of-Good-Repair

State-of-Good-Repair includes the operating contribution required to finance the 10-year State-of-Good-Repair Water and Wastewater capital program.

The 2017 10-Year Water and Wastewater State-of-Good-Repair (Non-Development) capital program will invest \$1.1 billion to renew the existing water and wastewater infrastructure assets, which is explained in further detail in the Capital Budget section below. These investments address aging, poor and fair condition infrastructure to provide reliable, safe, sustainable, suitable and cost efficient services, as outlined in the Asset Management Plan (PW-24-15/FN-39-15/LPS109-15).

State of Good Repair	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Percent of Water Infrastructure Rated as Good, Very Good or Excellent	64	64	64	64	64
Percent of Wastewater Infrastructure Rated as Good, Very Good or Excellent	60	60	60	60	60
Reduced Volume of Rainwater in Sanitary (l / l Reduction in L/s)	n/a	n/a	n/a	1,226	1,746
Water Loss Rate - Percent	n/a	n/a	15%	16%	16%
Number of Watermain Breaks / 100 KM's of Watermain	4.9	6.1	6.8	4.9	4.9
Number of Main Line Wastewater Back-Ups / 100 KM of Pipe	0.6	0.8	1.9	1.6	1.3

The condition and performance of the assets are monitored and reported through the Infrastructure Condition Report Card, last updated in 2013 (PW-24-15/FN-39-15/LPS109-15). Through the updates to the Asset Management Plan which drives the 10-Year Water and Wastewater State-of-Good-Repair (Non-Development) capital program, staff work to achieve an average Infrastructure Condition Report Card rating of Good. The Region expects the percentage of assets in Good, Very Good and Excellent Condition will be maintained in 2017. The next scheduled update for Halton's Infrastructure Condition Report Card is set for 2018.

The estimated volume of rainwater removed from the wastewater system in 2017 during a peak storm event is approximately 1,746 litres per second. Region-wide capital investments and outreach programs, such as the basement flooding program (including downspout disconnection, weeping tile disconnection), lateral linings and manhole capital improvement programs will result in reduced volume of extraneous water entering into the wastewater network. Rainwater infiltration and inflow (I&I) is a significant risk to the performance of the wastewater system and investments in these programs are necessary to optimize sewer capacity, prevent sewer backups and ensure infrastructure right-sizing.

The Region anticipates a reduction in the water loss, through reduction in non-revenue water uses. Non-revenue water uses can include, but are not limited to, water lost from pipe leaks or water main breaks, water used by the Region to commission or flush water mains, inaccuracies in water billing and water theft. The reduction in these losses is anticipated as a result of initiatives to educate Regional contractors on water efficiency in the commissioning process, to replace water mains with a historical trend for breaks or that are in poor condition and to replace pulse water meters.

The Region maintains a relatively young distribution network at an average of 24 years of age. The age of the network contributes to Halton's water main break rate, which is consistently amongst the lowest in the country.

The 2017 10-Year Water and Wastewater State-of-Good-Repair (Non-Development) capital investments and distribution network growth contributes to the lower 2017 target (and projected 2016 target) for water main breaks per 100 km. Investments include small-diameter water main replacements, primarily renewing cast iron and ductile iron pipes that are aging and in poor condition.

System Growth Planning

System Growth Planning includes growth related to infrastructure for the 2012 Allocation Program and will transition to delivering the 2018 Allocation Program over the next 2 years.

Development Review

Development Review predicts that the number of development related applications and permits processed will begin to remain at the existing (2016) levels in 2017, despite the Region's continued growth and the past trend of an increasing number of reviews and applications being processed. The Region's growth projections align with this trend.

Development Review	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Number of Development Applications Reviewed	n/a	n/a	111	120	120
Number of Permits Processed	387	434	492	600	600

Engineering and Construction

Engineering and Construction provides specialized engineering design and construction services to creating safe and sustainable municipal infrastructure for internal clients (water and wastewater distribution, as well as collection, water and wastewater treatment), and external clients (development industry). In addition to building new infrastructure, state-of-good-repair projects remain a priority for renewal of aging infrastructure in order to operate at targeted levels of service, mitigate disruptions to the public and to ensure compliance with legislated requirements. The 2017 Budget includes a strategic investment for an additional Construction Inspector at a projected cost of \$119,000 in order to address an increase in capital construction due to growth and the need to maintain a state-of-good-repair. This position supports the development of the Transportation Capital Budget and is therefore entirely recovered from the capital projects, resulting in no net impact.

Information Management

Information Management includes the organization of and control over the structure, processing and delivery of information used in the operation, maintenance and development of Halton's water and wastewater infrastructure.

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 capital projects related to the 2012 Allocation Program have all been moved into an implementation stage while the Region is preparing for the next 2018 Allocation Program. As such, the capital program in 2017 is relatively smaller than subsequent years in the forecast period.

The state-of-good-repair program sets out the rehabilitation/upgrade/replacement needs for existing capital infrastructure, including the implementation of Phase 2 of the Region-wide Basement Flooding program (PW-22-15), which requires a total of \$53.9 million in capital funding over the next 9 years and the accelerated water meter replacement program. State-of-good-repair requirements will also be addressed as part of the Development-related program, in particular servicing of the Built-boundary area.

The following table provides a summary of the 2017 10-year Water and Wastewater capital program. The 10-year total is \$2.2 billion, with \$83.9 million allocated for 2017.

2017 Capital Budget & Forecast Summary of Rate Capital Budget & Financing (\$000s)											
	Gross Cost	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Development											
Water	\$ 492,725	\$ 988	\$ 65,006	\$ 15,038	\$ 57,646	\$ 4,161	\$ 14,915	\$ 143,181	\$ 61,634	\$ 47,591	\$ 82,565
Wastewater	581,033	4,334	63,977	137,353	86,246	80,970	10,199	23,331	15,046	95,157	64,420
Sub-total	1,073,758	5,322	128,983	152,391	143,892	85,131	25,114	166,512	76,680	142,748	146,985
State-Of-Good-Repair											
Water	619,508	30,713	49,551	40,925	39,159	55,426	62,073	86,238	103,322	77,539	74,562
Wastewater	498,520	47,880	20,631	61,965	48,568	27,210	63,622	43,507	41,004	66,841	77,292
Sub-total	1,118,028	78,593	70,182	102,890	87,727	82,636	125,695	129,745	144,326	144,380	151,854
Total	\$ 2,191,786	\$ 83,915	\$ 199,165	\$ 255,281	\$ 231,619	\$ 167,767	\$ 150,809	\$ 296,257	\$ 221,006	\$ 287,128	\$ 298,839
Financing											
Dev't Charges - Res.	\$ 732,582	\$ 2,438	\$ 88,573	\$ 106,870	\$ 85,709	\$ 41,173	\$ 13,964	\$ 124,558	\$ 60,585	\$ 105,754	\$ 102,958
Rate Capital Reserves	1,216,068	80,651	82,887	111,128	116,615	112,165	132,241	129,755	145,871	144,420	160,335
Infrstr. Invstmnt Rvl. Fnd.	243,136	826	27,705	37,283	29,295	14,429	4,604	41,944	14,550	36,954	35,546
Total	\$ 2,191,786	\$ 83,915	\$ 199,165	\$ 255,281	\$ 231,619	\$ 167,767	\$ 150,809	\$ 296,257	\$ 221,006	\$ 287,128	\$ 298,839

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

2017 Water & Wastewater Capital Budget

The 2017 Water and Wastewater Capital Budget totals \$83.9 million, consisting of \$5.3 million for the Development program and \$78.6 million for the state-of-good-repair (non-Development) program.

The **\$5.3 million Development program** in 2017 represents a \$5.3 million increase from the 2016 forecast based on the Water and Wastewater Master Plans adjusted for the 2017 DC by-law update (PW-33-16). The 2017 Budget includes implementation of the following major projects:

- \$2.0 million for environment assessment of the Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d
- \$1.5 million for design of the 825 to 900 mm WWM on Maple Avenue East between Lakeshore Road and Plains Road East

The **\$78.6 million State-of-Good-Repair program** has increased from the 2016 forecast by \$16.3 million. The 2017 Budget incorporates significant investments for water/wastewater main replacements of \$47.4 million for water distribution and wastewater collection systems rehabilitation and replacements, \$6.2 million related to the Basement Flooding Mitigation program, and \$27.0 million for plant/facilities infrastructure upgrades and replacements including:

- \$17.7 million for Navy Street WWM and Water Street Pumping Station
- \$8.2 million for Burlington Skyway WWTP upgrades
- \$6.2 million for the Basement Flooding Mitigation Program (PW-22-15)
- \$4.1 million for Pulse Water Meter Replacements, Large Customer Water Meter Replacements and Long-Term Water Meter Strategy development (PW-29-16/FN-22-16)
- \$4.0 million for Burlington Water Purification Plant upgrades
- \$2.3 million for 400mm WM on South Service Road (Paletta Court to East End Loop)
- \$2.1 million for 300mm WM on Trafalgar Road (Leighland Avenue to Upper Middle Road)
- \$1.6 million for 250mm WWM on Martin Street (Steeles Avenue East to Main Street East)
- \$1.3 million for 300mm WM on Armstrong Avenue (Sinclair Road to Mountainview Road)
- \$1.2 million for Birchhill Lane Wastewater Pumping Station Forcemain Replacement and Flow Diversion
- \$1.2 million for Laurier Wastewater Pumping Station Upgrade and Rehabilitation
- \$1.1 million for 200mm/250mm WWM on Young Street (Mill Street East to Queen Street)
- \$1.0 million for Georgetown WWTP – Screening Building Rehabilitation

10-year Water & Wastewater Capital Budget and Forecast

The 2017 10-year Water and Wastewater program totals \$2.2 billion, consisting of \$1.1 billion (49.0%) for the Development program and \$1.1 billion (51.0%) for the State-of-Good-Repair program.

The **\$1.1 billion 10-year Development program** is a \$283.6 million increase from the 2016 program largely as a result of the updated Water and Wastewater projects (PW-33-16). The 10-year program includes:

- \$361.1 million to service Region-wide Capacity related infrastructure
- \$551.3 million to service Greenfield area related infrastructure
- \$91.8 million to service Built Boundary areas related infrastructure
- \$69.6 million for Employment Land servicing related infrastructure

Implementation of the \$1.1 billion Development program will also address State-Of-Good-Repair needs for existing infrastructure in the amount of \$98.0 million. Combined with the non-Development State-of-Good-Repair program discussed below, the total 10 years (2017-2026) State-Of-Good-Repair program is \$1.2 billion.

The **\$1.1 billion 10-year State-of-Good-Repair program** is \$52.8 million higher from the 2016 program. The additional funding needs have been identified as a result of the on-going review of asset management requirements undertaken during 2016, based on available asset condition data and the addition of the Meter Replacement program (PW-29-16/FN-22-16). As discussed earlier, the long-term sustainable asset management and financing plan will be developed as part of the Asset Management Roadmap Implementation Plan work that is currently being undertaken. This review included:

- Identifying water and wastewater infrastructure assets that are in Good to Poor conditions based on the Public Works Infrastructure Report Card (PW-01-15/FN-01-15/LPS01-15),
- Determining the replacement timing of these assets based on their useful life assumptions,
- Estimating the cost of the replacement works, based on the recent tender experiences and/or indexing of the asset acquisition costs to the current value, and
- Integrating the replacement works identified above into the existing 10-year State-of-Good-Repair capital program

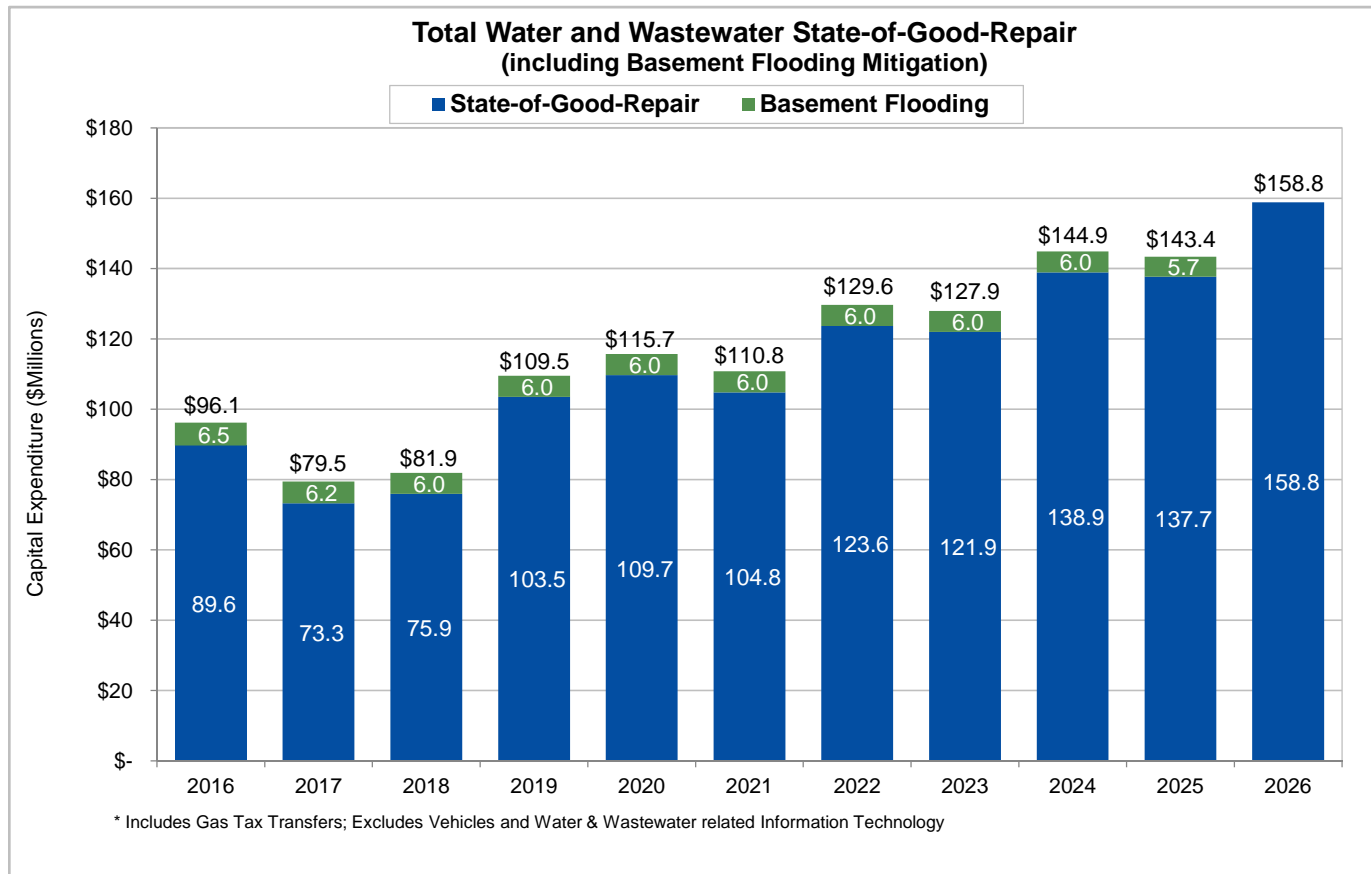
In addition, the 10-year capital program includes \$53.9 million of capital funding required to implement Phase 2 of the Basement Flooding Mitigation program (PW-22-15) and \$4.8 million required to accelerate the water meter replacement program to enhance rate revenue collection (FN-20-16).

The asset maintenance requirements (including upgrades/rehabilitation and replacement) and the resulting funding needs will continue to be monitored and reviewed. The long-term sustainable Asset Management and Financing Plan will be updated as part of the Halton Region Asset Management Roadmap Implementation Plan which is currently being undertaken by the Region over the next two years (2017-2018), with financial impacts to be incorporated into the 2018 Budget.

The 10-year water and wastewater state-of-good repair program includes:

- \$680.2 million for water distribution and wastewater collection systems rehabilitation and replacements, including the basement flooding mitigation program of \$53.9 million.
- \$412.2 million for plants/facilities infrastructure upgrades and replacements, including Burlington WPP, Burlington Skyway WWTP and the implementation of the Pumping Station Master Plan in the Burlington East area.

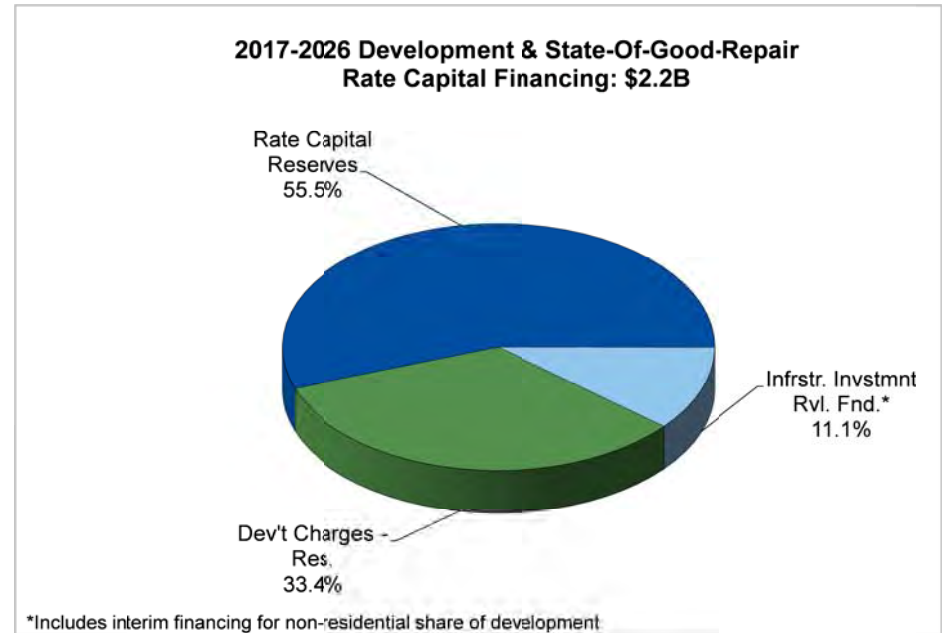
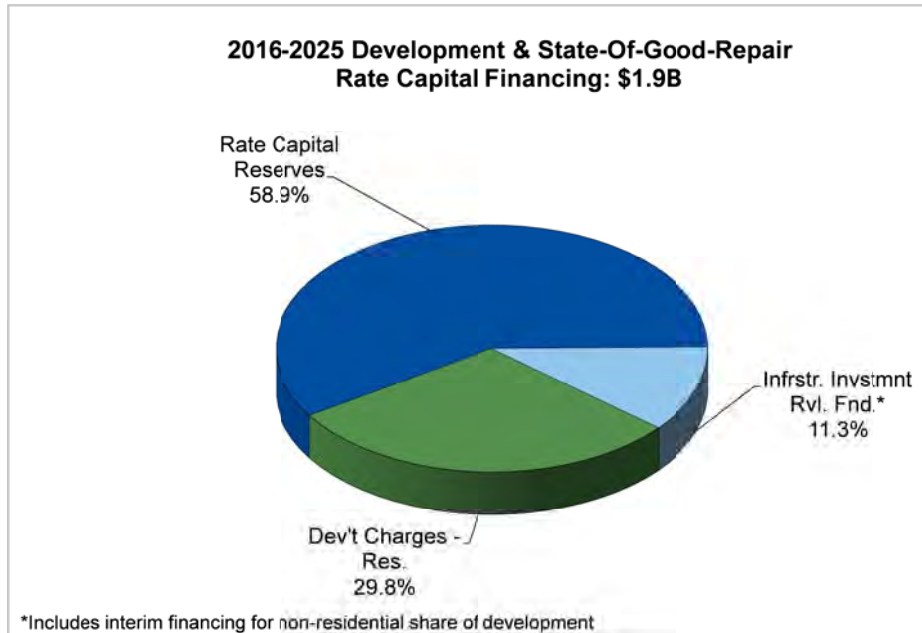
The following graph illustrates the state-of-good-repair (\$1.2 billion), including the Development-related state-of-good-repair infrastructure needs of \$98.0 million over the next 10 years.



10-year Water & Wastewater Capital Financing

The following charts present a breakdown of the 2017 10-year financing plan for the Water and Wastewater capital program, compared to the 2016 plan.

Financing of the 2017 Capital Budget and forecast is based on Council-approved financing plans, including Development Financing Plan (CS-20-12) and the 2017 Budget Directions (FN-20-16).



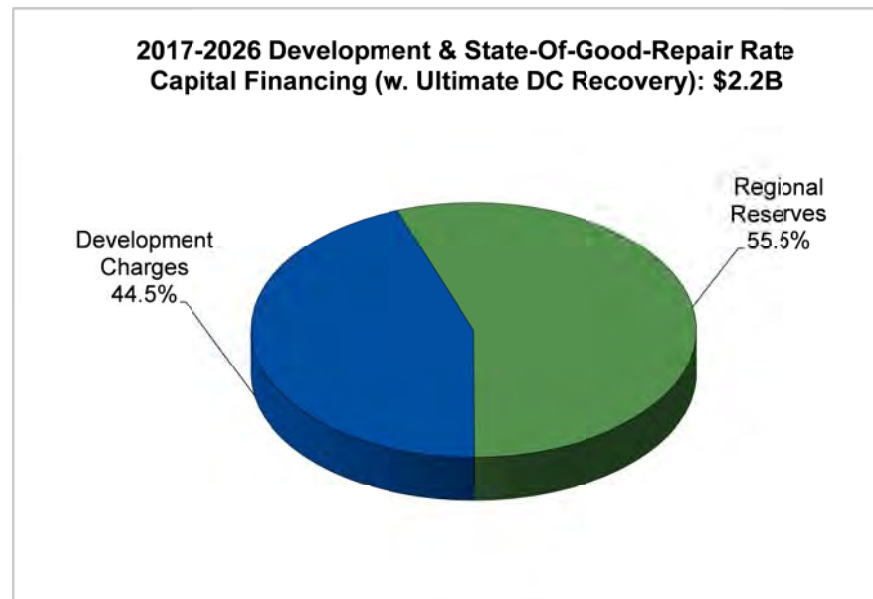
The Rate Capital reserves (55.5%) (including Operating transfers and Gas Tax funds) provide the financing for the State-of-Good-Repair program, while residential DCs (33.4%) and the Revolving Fund (11.1%) are a main source of funding for the Development-related program.

The 2017 Budget and Business Plan includes increasing operating budget contributions to reserves throughout the forecast period. The Regional reserves (including transfers from the Operating Budget, investment earnings, and Gas Tax revenues) are used to fund the state-of-good-repair (non-growth) infrastructure program. In order to maintain sufficient reserves and adequate ratios between the operating contributions and amortization expenses, the 2017 Water and Wastewater budget increased the total operating contributions to \$78.0 million in support of the water/wastewater State-of-Good-Repair capital program. The financing to the Rate Capital reserve provides sufficient capacity to fund the growing state-of-good-repair capital program on a pay-as-you-go basis over the next 10 years. This strategy removes the reliance on debt financing for the forecast and provides financial flexibility as demonstrated in the financial plan prepared for the implementation of the Basement Flooding Mitigation strategy in 2016 and for the adjustments to the consumption and rate structure in 2017.

The funding share of the DCs in the 2017 10-year Development program is relatively larger than the 2016 program based on development related capital projects revised to support the 2017 DC by-law update (PW-33-16).

The Revolving Fund is used to provide the Region's interim financing for the non-residential development related costs. As noted earlier, there is \$225 million of outstanding Regional investment as of 2016, which will be recovered from future DCs revenues including carrying costs, in accordance with the Development Financing Plan (CS-20-12).

The following chart illustrates the ultimate funding shares when the Region's interim financing provided for growth infrastructure (i.e., non-residential share) is recovered from future DCs. As noted above, out of the total \$2.2 billion, \$1.2 billion (55.5%) is related to the State-of-Good-Repair capital program and the balance of \$1.0 billion (44.5%) servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (44.5%) and the State-of-Good-Repair program will be funded by the reserves (55.5%) supported by water and wastewater rates.



State-Of-Good-Repair Water & Wastewater Capital Financing

The 10-year State-of-Good-Repair Water and Wastewater capital program identifies \$1.1 billion, with \$78.6 million required in 2017. In the 2017 Budget Forecast, all of the funding required for the State-of-Good-Repair program will be financed by capital reserves (\$1.1 billion) on a pay-as-you-go basis.

The Region's financial strategy includes funding state-of-good-repair (lifecycle and replacement) costs from capital reserves. These reserves are financed through contributions from the operating budget, year-end surplus, and investment earnings. In addition, Gas Tax funding of \$94.8 million has been applied as a revenue source over the 10-year period in support of the state-of-good-repair capital program, including \$9.5 million applied in 2017.

Development Water & Wastewater Capital Financing

The 2017 10-year Development Water and Wastewater program totals \$1.1 billion and reflects the infrastructure requirements based on the adjusted Water and Wastewater Master Plans (PW-33-16). The program consists of the following:

- **\$912.4 million for servicing Greenfield and Region-wide Capacity.** This program will facilitate the future allocation programs. The program will consist of \$361.1 million of capacity-related projects that will benefit Region-wide and \$551.3 million of distribution/collection projects with Greenfield area specific benefits. The implementation timing of the projects will be dependent upon the Development Allocation Program proceeding.
- **\$69.6 million for servicing Employment Land.** The Region has provided \$106.0 million of construction funding to service key strategic employment lands in 2011 (e.g. Milton Business Park phase 2, Oakville Winston Park West and Halton Hills 401 Corridor) through CS-33-11. An additional \$69.6 million has been identified in the 2017 Budget forecast to facilitate servicing of future employment lands. The implementation timing and scope of the projects required for the next phases of development will continue to be dependent upon an acceptable financing plan approved by Council.
- **\$91.8 million for servicing of Built Boundary areas.** This will support intensification objectives of the Sustainable Halton (ROPA38). Due to the magnitude and timing of these projects, the implementation timing and scope of this program will continue to be reviewed as part of the Budget Process.

As discussed in LPS17-16/FN-03-16 (re: 2017 Development Charge (DC) Update Work Plan, Terms of Reference and Council Appointments to the 2016-2018 Development Charges Advisory Committee (DCAC)), the current DC By-law No. 48-12 will expire in September of 2017. Accordingly, the Region is currently undertaking a DC by-law update process for the by-law passage in the spring of 2017 following the release of the DC Background Study scheduled in December 2016/January 2017. Following the successful completion of the DC by-law update, the Region will move forward with updating the infrastructure implementation and financing plan in support of the 2018 Allocation Program. Through the financial planning process, the Region will identify any funding challenges related to financing infrastructure needed for development and take necessary measures to address the funding challenges. The next allocation program will include approximately 15,800 SDEs in the Town of Milton, Town of Oakville and Town of Halton Hills.

The following is a summary of the financing plan for the \$1.1 billion 10-year Development program. The Region continues to finance the 10-year growth-related Water and Wastewater capital program primarily from DCs and the Region's Infrastructure Investment Revolving Fund (Revolving Fund).

Development Water/Wastewater Capital 2017-2026 (\$Millions)				
Program	Total	Res.	Non-Res.	Non-Growth
		DC	Revlv. Fund	Regional Rsrv
Water	\$ 492.7	\$ 366.0	\$ 115.4	\$ 11.4
Wastewater	581.0	366.6	127.8	86.6
Total	\$ 1,073.8	\$ 732.6	\$ 243.1	\$ 98.0

Schedule may not add due to rounding.

This reflects the Region's financing approach to the growth-related water and wastewater capital program as outlined in the Development Financing Plan Framework (CS-20-12), which is the basis for the 2017 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 years forecasted tax and rate increases
- The Development Financing Plan will not require the Region to exceed its own debt capacity levels
- The repayment assumptions for Regional interim financing will assume a conservative "slow growth" scenario to ensure that economic conditions do not create unexpected impacts to the Region
- All growth-related costs that can be recovered under the DC by-law from growth will be recovered
- Halton's strong financial position and financial planning principles will not be compromised

Consistent with these principles, the residential funding share of future allocation programs will be provided by the participating residential developers and the Regional funding will be provided mainly from the internal reserve borrowing capacity (e.g., Capital Investment Revolving Fund) while limiting significant debt issuance. The following is a breakdown of water and water infrastructure financing for the 2017 Budget and Forecast:

Residential Development Financing (\$732.6 million):

- **The Residential-led Greenfield development** in the future allocation areas (e.g. Milton, Oakville and Halton Hills) – require a Development Financing Agreement from residential developers to front-end finance, including a contribution required to address shortfalls in total DC revenues resulting from timing differences in the residential DC revenue collection.
- **The Residential cost in Built-boundary areas** (e.g. Burlington, Acton and Georgetown) – will be funded as part of the Development Allocation Program and by DC's collected at subdivision agreement.

Non-Residential Development (\$243.1 million):

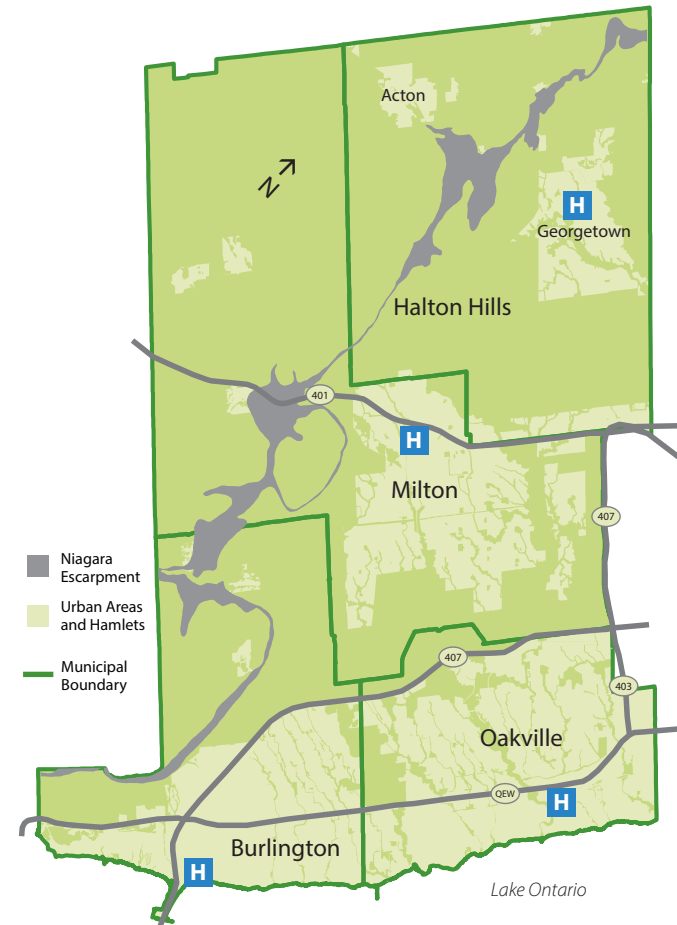
- **Non-residential cost in Residential-led and Built-boundary areas (\$225.0 million)** – the Region provides interim financing for non-residential costs that will ultimately be recovered from DCs (including carrying costs). Halton currently uses internal borrowing primarily from the Revolving Fund to interim finance these costs.
- **Non-residential Share of Employment areas (\$18.1 million)** – the Region will provide front-end financing through the Revolving Fund for servicing the non-residential share of employment lands. The interim financing will be recovered from DCs (including carrying costs). Serviced employment lands are one of the most effective investments the Region can make to promote economic growth in Halton.

Non-Growth (\$98.0 million):

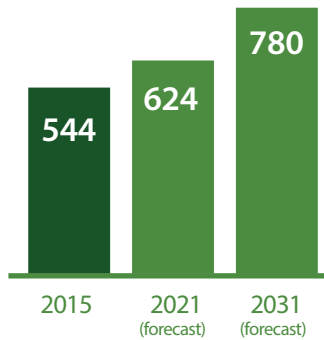
- **Non-growth (benefit to existing taxpayers) share (\$98.0 million)** – This represents the state-of-good-repair requirements needed to be addressed when existing infrastructure is expanded for growth. \$98.0 million will be financed from capital reserves. Of the \$98.0 million required, \$81.4 million (83.0%) is scheduled for the first five years of the forecast period including:
 - New 2400 mm WWM inlet to Skyway WWTP parallel to QEW (\$22.8 million)
 - Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d (\$36.9 million)
 - 825-900 mm WWM on Maple Avenue East between Lakeshore Road and Plains Road East (\$7.4 million)
 - West River WWPS- Capacity Upgrade to 120 L/s WWPS (\$7.3 million)
 - 375 mm WWM on Atwood Avenue/Murno Circle and existing sewer alignment from Berton Boulevard to Maple Avenue (\$2.1 million)
 - 300 mm WM on No 14 Side Road from Tremaine Road to Milton Reservoir (\$1.3 million)

Halton's Communities

Halton is a vibrant and growing community with more than 540,000 residents and four distinct communities—the City of Burlington, Town of Halton Hills, Town of Milton and Town of Oakville. Recognized for its high quality of life, innovative programs and services, and strong financial position, Halton is committed to enhancing the lives of all residents and keeping the community a great place to live.



POPULATION GROWTH¹
(thousands)



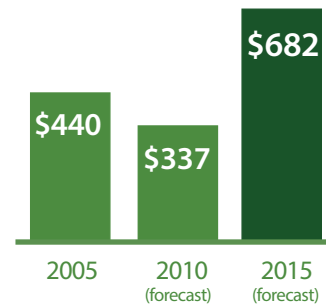
Halton Region is a growing community. To meet the requirements of the Provincial *Places to Grow Act*, Halton is expected to grow to 780,000 people by 2031¹.

AVERAGE HOUSEHOLD INCOME²
(thousands)



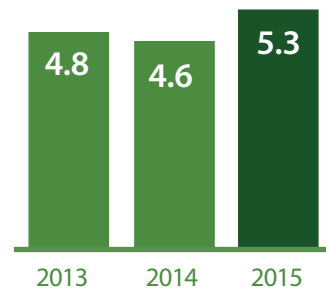
Halton Region residents have a higher average household income than residents in the rest of the province. Residents are also well educated; 74% of adults have some level of post-secondary education².

INDUSTRIAL, COMMERCIAL AND INSTITUTIONAL CONSTRUCTION VALUE⁴
(millions)



Over the last decade, Halton's average annual Industrial, Commercial and Institutional (ICI) development growth increased nearly 20%.

UNEMPLOYMENT RATE⁵
(%)



In 2015, the unemployment rate in Halton averaged 5.3%, significantly lower than the provincial and national averages.

543,557

2015 POPULATION¹

200,015

NUMBER OF HOUSEHOLDS IN 2015¹

13,259

NUMBER OF BUSINESSES³

5.3%

HALTON UNEMPLOYMENT RATE IN 2015⁵

70.4%

HALTON LABOUR FORCE PARTICIPATION RATE IN 2015⁵

220,026

JOBS IN HALTON IN 2015³

- 1 June 2011 Best Planning Estimates
- 2 Statistics Canada, National Household Survey 2011
- 3 Halton Region 2015 Employment Survey Results
- 4 Statistics Canada, Building Permits Survey
- 5 Statistics Canada, Labour Force Survey Estimates (custom tabulation, three-month moving average, unadjusted), 2013 and 2014 unemployment rates restated.



Halton's Cultural Heritage

Halton County was named in 1816 after William Halton, secretary to Francis Gore, who served intermittently as Lieutenant Governor of Upper Canada from 1806 to 1816.

In 1853, Halton became a separate county with its own governing council headed by a warden and included Nelson, Trafalgar, Esquesing and Nassageya Townships. By the 1900s, the County began to transition from lumber and wheat production to industry, with the P. L. Robertson Company, maker of the Robertson screw, as one of Milton's top employers. Dairy and fruit farms started up in response to demand from nearby urban centres. The Oakville Ford Plant, constructed in 1952, created 5,000 jobs and served as a major industrial employer for Halton. By 1961, less than 15% of Halton residents were still farming. Government reforms in the late 1960s led to a reorganization at the local level.

In 1974, Halton County was incorporated and reorganized into the Regional Municipality of Halton with four restructured municipalities (City of Burlington, Town of Halton Hills, Town of Milton and Town of Oakville).



County of Halton banner being carried at International Ploughing Match in Brant County, 1969. From the Halton Heritage Services collection.



A crowd gathered on Main Street, Milton attending the sod turning for the Milton Post Office, 1800s. From the Halton Heritage Services collection.



Employees of the Chapman Tannery on Main Street North in Acton, late 1800s. From the Halton Heritage Services collection.

Tourism

Halton has something for everyone, and offers a wide range of experiences for residents and visitors.

Accommodation

Visitors to Halton can choose from lakefront accommodations, quaint bed and breakfasts, modern hotels with quick and easy access to highways, and overnight camping opportunities.

Arts and culture

Halton is rich in diverse heritage and culture, from live performances, big band concerts and unique art exhibits to museums, historic properties, garden estates and the Royal Botanical Gardens, Canada's largest botanical garden.

Shop and dine

From quaint downtowns to premier shopping malls with the latest brands, Halton has a variety of shopping and dining experiences.

See and do

Halton is a four-season destination with both waterfront and escarpment activities including provincial parks, conservation areas, exceptional road and track cycling and the Bruce Trail, Canada's oldest and longest footpath.

Farm-fresh food and fun

Halton's roots are agricultural. The region is home to many farms, farmers' markets, farm festivals, horse farms and agricultural fairs.

To learn more, visit halton.ca/tourism.



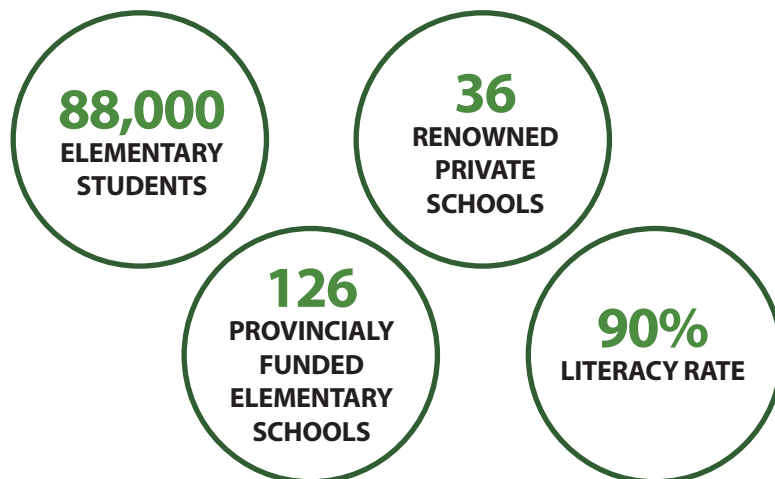
Education

Elementary and secondary schools

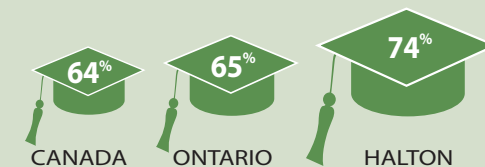
- Among Ontario's elementary and secondary schools, Halton schools are consistently highly ranked.
- Oakville's Appleby College is ranked among the top 25 private schools in Canada by Top Private Schools (TPS) Canada.
- Halton's education offerings include French and French Immersion schools.

Post-secondary and continuing education

- Halton is located in the centre of an education triangle that includes more than 20 colleges and universities within an hour's drive.
- Located in Burlington, Canada's highly ranked McMaster University's DeGroote School of Business offers MBA and executive education programs.
- The Sheridan Institute of Technology and Advanced Learning in Oakville offers a wide range of full-time day courses, including its renowned animation, arts and design programs.



Post-secondary education (Over age 25)¹



¹ Statistics Canada, National Household Survey, 2011

Hospitals

Halton Region is home to four hospitals, one in each of Halton's communities:

- **Georgetown Hospital**
In 2013, the Georgetown Hospital completed a 14,000 square foot expansion and renovation. The \$14.2 million construction/renovation project tripled the size of its emergency department.
- **Milton District Hospital**
Construction is underway on the Milton District Hospital expansion project that will focus on increasing the capacity of its most in-demand services and facilities.
- **Oakville-Trafalgar Memorial Hospital**
The new Oakville Trafalgar Memorial Hospital opened in December 2015. The hospital offers a full range of acute health services as well as state-of-the-art features and technologies.
- **Joseph Brant Hospital (Burlington)**
The Hospital Redevelopment and Expansion Project at Joseph Brant Hospital is well underway and scheduled for completion in 2018.



Physician Recruitment

Halton Region is committed to the health and well-being of all residents, and increasing the number of doctors with practices in Halton is an important step towards reaching that goal. Halton Region has undertaken a comprehensive and coordinated strategy to attract new physicians that will establish medical practices in Halton.

By collaborating with our Local Municipalities, hospitals, clinics and community representatives, as well as our local doctors, our Physician Recruitment program has helped to recruit (and retain) over 250 new family doctors for Halton since 2003.



Regional Economy

Halton is committed to growing the regional economy in order to support the Region's high standards of living and quality public services. Our strong economy is bolstered by the competitive edge that comes from our geographic location, access to top talent, a strong labour market and our highly educated workforce.

Halton's *Economic Development Strategy 2012-2021* identifies eight target sectors for investment attraction. The Region is currently focused on developing the following:

- **Engineering**

Halton hosts one of the most prominent hubs for engineering services and engineering-intensive manufacturing firms in Canada. This environment showcases Halton's deep pool of engineering talent, competitive cost of doing business and proximity to international airports.



- **Financial services**

Halton offers a highly educated talent pool of financial professionals as well as a robust financial industry. Halton is also a location of choice for specialized financial services, including equipment leasing, insurance and wealth management and innovative technologies.



- **ICT and digital media**

Halton's central location within Ontario's technology corridor provides information and communications technology (ICT) and digital media companies access to an abundant pool of experienced professionals and new graduates from globally recognized institutions.



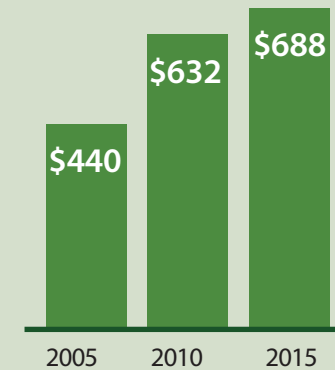
Small business is the backbone of the regional economy, accounting for 90% of all businesses in Halton. The Region's Small Business Centre provides support services to help entrepreneurs start and grow their businesses.

To learn more, visit halton.ca/business.



90%
of Halton based businesses
anticipate steady or increased
profits over the next 12 months¹.

INDUSTRIAL, COMMERCIAL AND INSTITUTIONAL DEVELOPMENT BUILDING PERMIT VALUE² (millions)



Since 2005, Halton Region's Commercial, Industrial and Institutional (ICI) sectors have seen annual average growth of 22%.

¹ 2015 Halton Business Conditions Survey

² Statistics Canada, Building Permits Survey

Top 10 Private Sector Employers in Halton in 2015

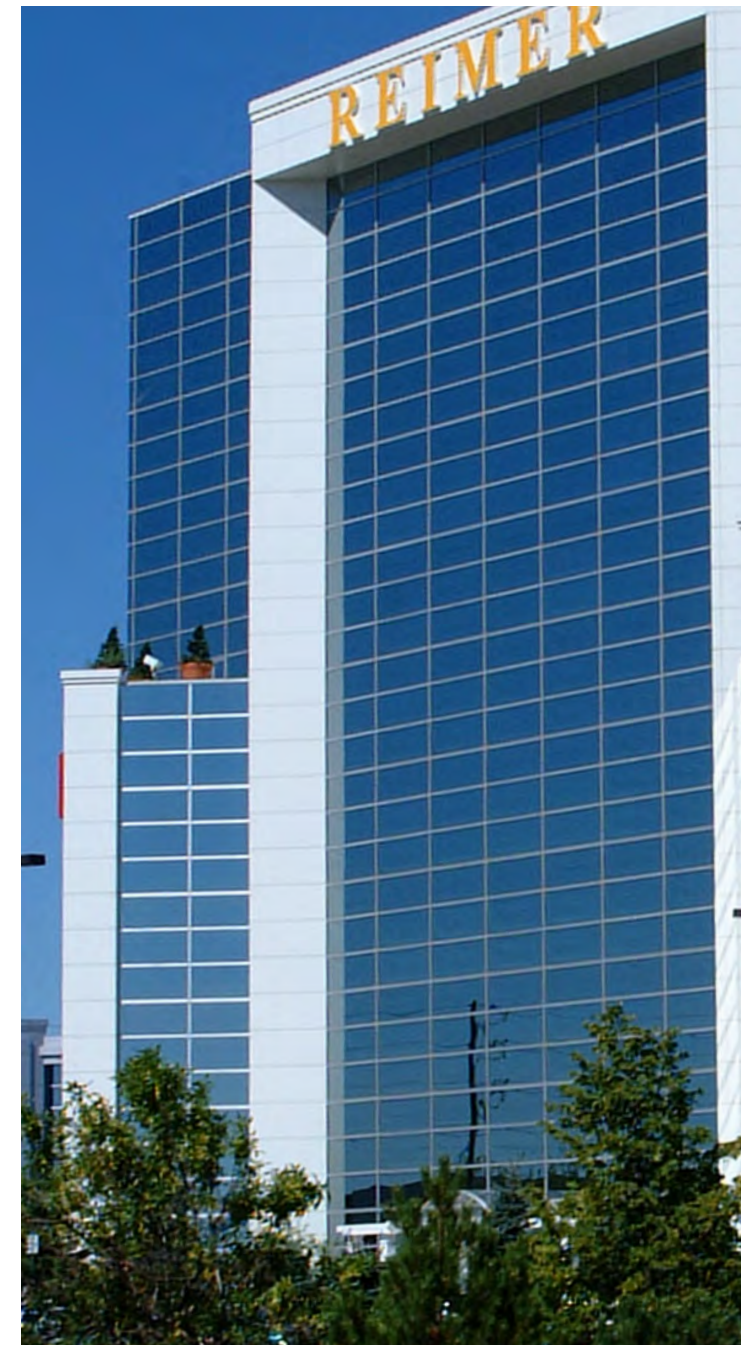
Ford Motor Company of Canada*	Oakville
Fearmans Pork Inc.	Burlington
Karmax Heavy Stamping	Milton
CPI Communications and Power Industries	Halton Hills
The TDL Group Corp.**	Oakville
Gordon Food Service	Milton
Evertz Microsystems	Burlington
Siemens Canada Ltd.	Oakville
UTC Aerospace Systems	Oakville
L-3 Communications Wescam Inc.	Burlington

* Including the Oakville Assembly Complex, Canadian Headquarters, Evaluation Centre and Ford Credit Canada.

** Including the TDL Group head office, Tim Horton's Innovation Centre and Tim's University

Principal Corporate Taxpayers in 2015

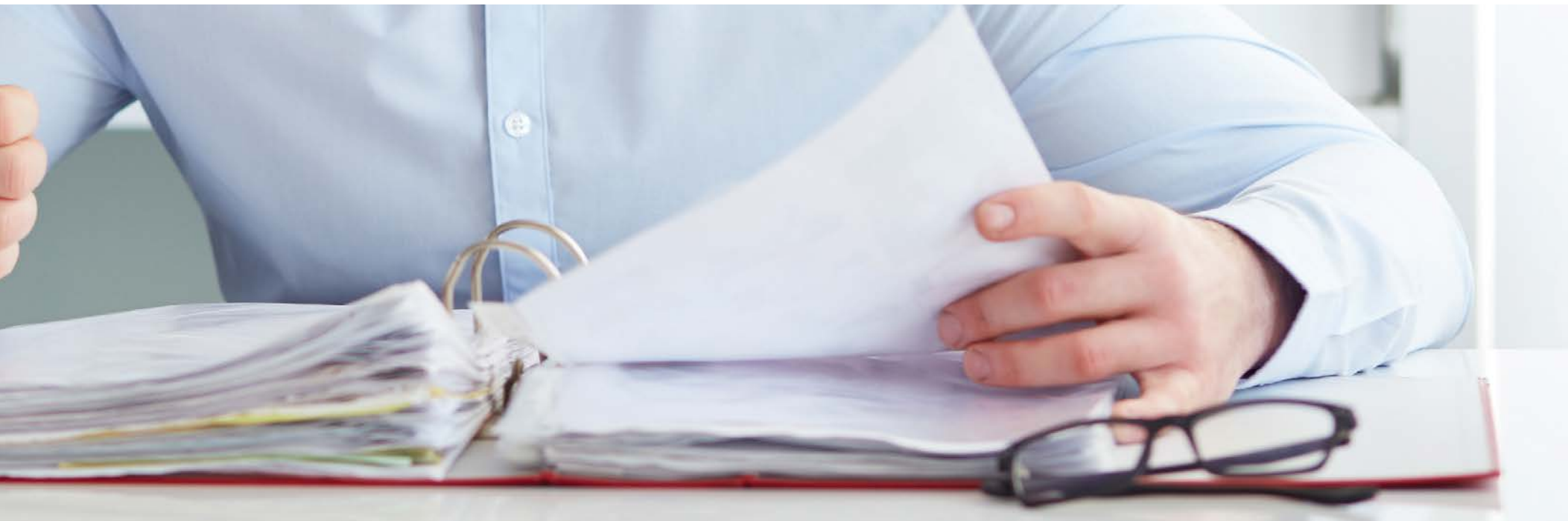
Canapen (Halton) Limited	Burlington
Calloway Reit	Halton Hills, Oakville
RK (Burlington Mall) Inc.	Burlington
Union Gas Limited	Burlington, Halton Hills, Milton, Oakville
Ford Motor Company of Canada Limited	Oakville
Riocan Holdings (Oakville Place) Inc.	Oakville
Drewlo Holdings Inc. Burlington	Burlington
2121049 Ontario Limited	Oakville
Lowe's Companies Canada ULC.	Milton
Silgold Developments Inc.	Oakville



HALTON REGION

Budget and Business Plan **2017**

Policies & Procedures



Policies and Procedures

Presentation of Halton Region's Financial Information

General guidelines

Halton Region prepares and presents financial statements in accordance with Generally Accepted Accounting Principles (GAAP) for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA).

Basis of accounting and financial reporting

Halton Region follows the full accrual basis of accounting and recognizes:

- revenues as they are earned; and
- expenditures as they are incurred and measured through the receipt of goods or services and a legal obligation to pay.

As required at year-end, revenues and expenses that have not yet been processed are recognized and then reversed in the following year when the transaction is processed. Effective January 1, 2009, Halton Region reports tangible capital assets on annual financial statements as required by PSAB3150, Tangible Capital Assets.

Halton Region's Fund-Based budget is converted to full accrual basis accounting in the following way:

1. The Capital Fund is reported through the Tangible Capital Asset accounts in the Consolidated Statement of Financial Position.
2. Reserves and Reserve Funds are reflected in the Consolidated Statement of Financial Position as "Accumulated Surplus".
3. The Operating Fund is reflected in the Consolidated Statement of Operations, which is adjusted to reflect interest on debt only, the amortization expense, gain or loss on disposal of tangible capital assets, and post-employment benefits as well as solid waste landfill closure and post closure expenses.

Basis of budgeting

The operating budget includes annual expenditures for personnel costs, materials and supplies, purchased services, rent and financial expenses, debt charges, reserve transfers, subsidy revenue and program fees.

Halton Region's capital budget includes expenditures and financing sources to acquire, construct, upgrade and rehabilitate Regional capital assets such as Regional facilities, roads, bridges, paramedic stations, long-term care facilities and water and wastewater treatment plants, along with the water distribution and collection systems and waste management facilities. The capital budget is established on a project-by-project basis, where the costs usually span more than one fiscal year.

Regional Council approves the operating and capital budgets each year for the period of January 1 to December 31.



The *Municipal Act*, O. Reg. 284/09 requires municipalities to budget for amortization expenses, post-employment benefits, solid waste landfill closure and post-closure expenses. If the municipality does not budget for these items, it must advise Council of these exclusions. Halton Region does not budget for these items; however, staff reports on how these expenses will be funded are presented to Council before Council adopts the annual budget.

Halton Region uses modified service-based budgeting, reflecting expenditures and revenues based on service delivery and responsibility. Halton applies the framework established by the Ontario Municipal Benchmarking Initiatives (OMBI) best practices in budgeting by allocating corporate support costs to service delivery departments. Corporate support costs are allocated to programs in accordance with the OMBI framework. Program chargebacks (Direct Program Chargebacks) are allocated to various service areas where direct service delivery costs are accumulated based on demand/usage. Corporate management and governance costs (Corporate Sustaining Chargebacks) are also allocated to all service areas based on a pro-rata share of the three most recent years' net controllable costs.

The use of this chargeback allocation method results in the distribution of net corporate support costs to direct-service delivery areas.



Fund structure and budgeting

Halton Region uses Fund Accounting for budgeting purposes, in which a self-balancing group of accounts is provided for each accounting entity established, as the basis for recording and reporting all financial transactions. The Regional budget is composed of two primary funding sources: Tax Supported Services and Rate Supported Services.

Operating Fund – Activities are budgeted annually for each program based on the estimated operating costs. The factors considered in developing these budgets include inflation, growth, service quality, mandated requirements and customer needs. At the end of any given budget year as part of the year-end closing, any surplus or deficit is transferred to or from reserves and/or reserve funds in accordance with Council-approved policies, ensuring a closing balance of zero dollars in the operating fund.

Capital Fund – Capital projects can be budgeted in one year or several years depending on the requirements of the project (i.e., design, land purchase, construction, etc.). The corresponding expenditures may materialize over several years as the project is completed. Upon completion, each project is closed through a semi-annual variance closure reporting process and any surplus or deficit is transferred to or from the appropriate reserves, reserve funds or Capital Holding Account in accordance with Council-approved policies.

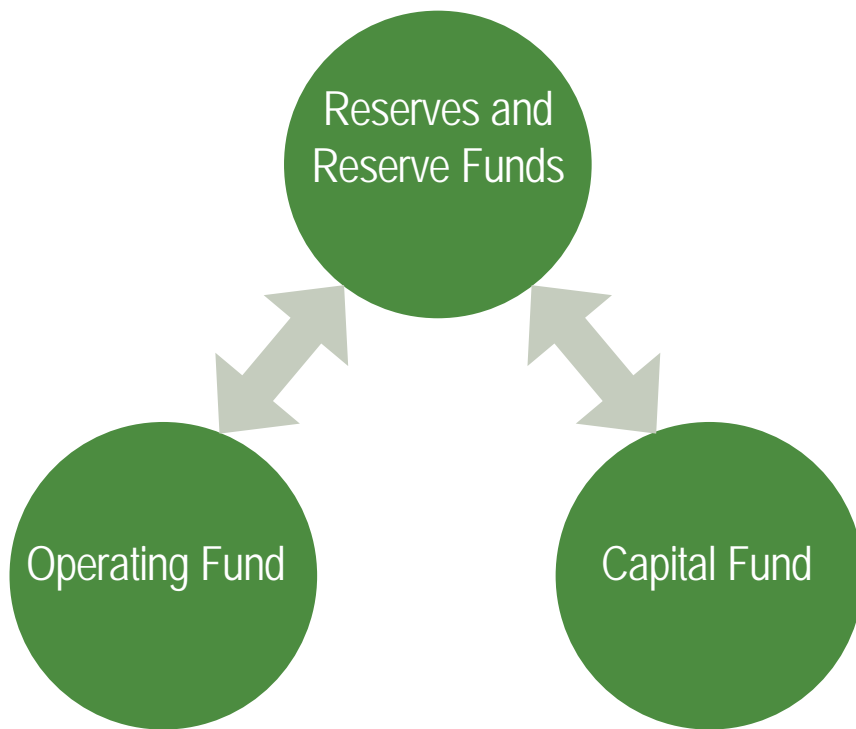
Reserves and Reserve Funds – The use of reserves is an integral part of the budget planning process and is an important financial tool in developing short- and long-term fiscal policies. Prudent use of reserves mitigates fluctuations in taxation and rate requirements and assists in stabilizing the impact of unanticipated occurrences as set out in Council Report CS-83-02, re: Regional Reserve Policy. General principles relating to the use of the reserves are set out in the front section of this document. Budgeted reserve transactions flow through either the operating or capital budgets.

Regional Council approves the creation of Reserves and Reserve Funds for specific liabilities, contingencies and other specific uses. Policies dictate the use of certain Reserve Funds for designated purposes and prevent monies from being diverted to any other use.

The Region also collects development charges (DC) as provided for in the *Development Charges Act, 1997*. These funds are maintained in separate Reserve Funds that are restricted in use and applied to eligible growth-related capital projects in accordance with the legislation and Regional DC by-laws.

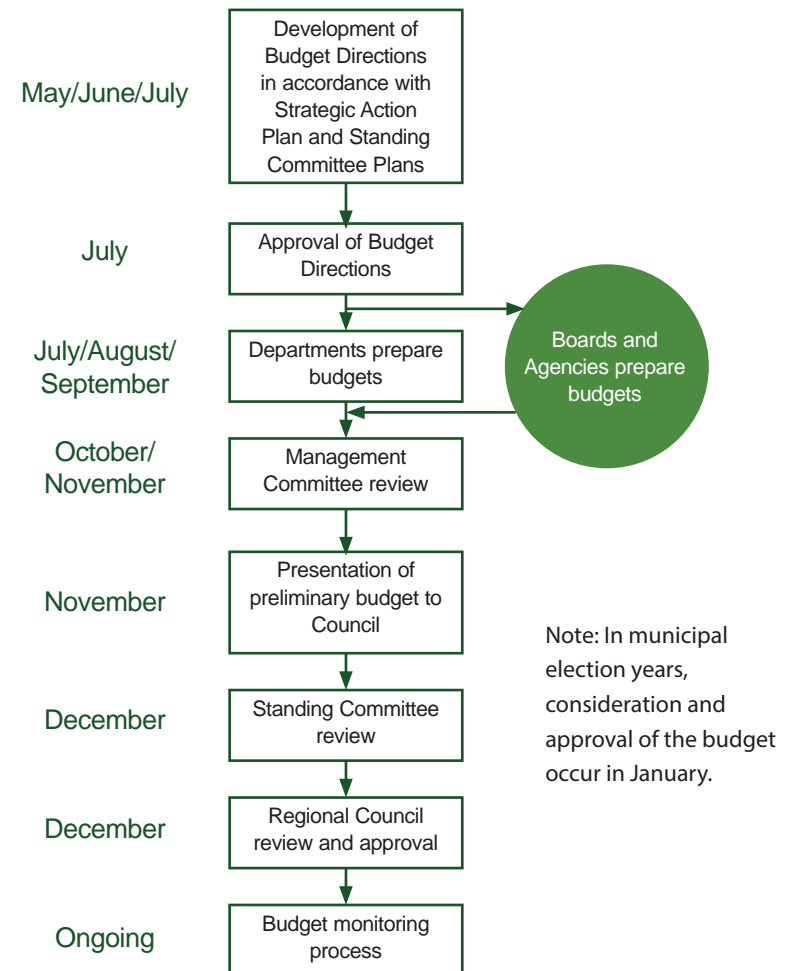
Fund relationships

The activities in the Operating and Capital Budgets are mutually exclusive. However, in some cases transactions occur between them as shown below.



Halton Region's Budget Process

As illustrated below, Halton Region's budget preparations begin in late spring. Based on a Council-approved Action Plan and annual Standing Committee Plans, the Region develops the Budget Directions Report in early spring. The Budget Directions Report is a policy document that establishes Council's program and fiscal priorities for the following year's budget, and is considered by the Standing Committees and Regional Council. Staff also use this as a guide in developing the following year's budget process.



Operating departments prepare their preliminary budget requests based on the Council-approved Budget Directions Report and Strategic Action Plans. Preliminary budgets are prepared by all Regional departments with the help of the Financial Planning & Budgets Division of the Region's Finance Department. Regional staff prepare an annual Budget Information Package, which recommends cost and revenue increases for various budget components (e.g., general inflation, interest, etc.). This package also includes specific technical information to assist in the budget preparation and outlines how to input information into the Region's financial system.

Departments include base budget adjustments and strategic investment requests in their preliminary budgets. Strategic investment requests are required for any significant change in direction for the program, changes to funding sources or any change in staffing levels. Preliminary budgets are reviewed by Financial Planning & Budgets Division staff, as well as the Management Committee, which is comprised of the Region's most senior staff.

Budget review meetings are held in September and October with senior staff in each department. At this time, Financial Planning & Budgets Division staff also receive budget requests from the boards and agencies funded through the property tax levy. These requests are reviewed with the consulting boards and agencies, and are then incorporated into the proposed budget.

The proposed budget document is compiled and presented to Council in late November. Each of the three Standing Committees reviews the document prior to Council approval in December. In an election year, the committees begin reviewing the budget in January, with adoption targeted for late January. The Standing Committee reviews provide for public participation in the budget process.

Proposed Budget – The proposed budget is prepared based on the Council-approved Budget Directions Report, the most recent program pressures and economic data, and iterative refinements and reviews by the Management Committee. Operating and Capital Budgets are prepared for services funded from property taxes (Tax Supported) and from water and wastewater utility rates (Rate Supported).



Budget adoption – Regional Council adopts the Budget by resolution as the Region’s annual Budget for the year beginning January 1 after it receives the recommendations from the Health and Social Services Committee, the Planning and Public Works Committee and the Administration and Finance Committee.

The Committee and Council meetings are open to the public and are advertised in the local newspapers as well as on the Regional website. The following are dates for the review and consideration of the 2017 Budget and Business Plan:

November 9, 2016	• 2017 Budget and Business Plan Council information session
November 29, 2016	• 2017 Budget review by Health and Social Services Committee
November 30, 2016	• 2017 Budget review by Planning and Public Works Committee
December 1, 2016	• 2017 Budget review by Administration and Finance Committee
December 14, 2016	• 2017 Budget approval by Regional Council

Halton Region’s Financial Policies

Balanced budget

The operating budget is balanced with revenues equal to budgeted expenditures.

Deficit avoidance

In accordance with the *Municipal Act*, municipalities are prohibited from budgeting for a deficit. The annual budgets continue to show fiscal restraint to meet expenditure and revenue targets. When actual revenue shortfalls or unforeseen expenditures appear to be more than temporary occurrences, both the capital and operating budgets are reviewed. Alternatives are then identified to minimize the Region’s financial risks including drawing from reserves, reallocating budgets and expenditure constraints.

Amendments to approved budget

The approved budget may be amended at the direction of Council, provided the amount to be collected from property taxes or user rates remains unchanged. Operating budget amendments commonly occur as a result of provincial funding initiatives for fully subsidized operating programs. The capital budget is revised within the approved budget in May/June after the Local Municipalities' budgets are approved in order to align Regional programs with Local Municipalities' work. The capital budget is also amended throughout the year as a result of the public tendering process which formalizes the estimated costs and related financing to undertake specific projects.



Budget monitoring and reporting

The Region uses a real-time, enterprise-wide financial system. Financial reports are available on demand for all appropriate staff to monitor actual expenditures and revenues. Operating budget variance reports are presented annually to Council for year-to-date and year-end projections for April 30, August 31 and December 31. Capital budget (life-to-date) variance and project closure reports are presented twice annually for June 30 and December 31.

Operating fund balance

Any actual surplus or deficit arising at year-end is transferred to or from a Tax or Rate Stabilization Reserve or other reserves as directed by Council. The targeted balances in the stabilization reserves are 10% of total operating expenditures for tax-supported programs and 15% for water and wastewater programs. These reserves are used to mitigate the effect of any large variations in major sources of revenue or expenditure. Given that personnel services account for approximately 31% of the Region's total gross expenditures for all services, excluding the Halton Regional Police Service (HRPS), any increase in staff complement must be explicitly approved by Council. New permanent positions are approved through the Region's budget process.

Master Plans and Asset Management Plans

Master Plans support the long-term program needs for Regional services, including the Official Plan and the Asset Management Plans that ensure Regional assets are maintained in a state-of-good-repair. These plans are developed and updated regularly for specific programs, including housing, Regional facilities, Paramedic Services, transportation and water and wastewater, which then provide the basis for the annual budget and forecast requirements.

Operating budget forecasts

Operating budget forecasts are prepared and reviewed annually for each program for a 10-year period, based on recommendations included in approved Master Plans, Asset Management Plans and requirements to maintain service levels. The forecasts are designed to provide sustainable funding to maintain existing levels of service and Regional assets in a state of good repair.

Capital budget forecasts

Capital budget forecasts are presented annually to forecast expenditures on a project-by-project basis. The capital 10-year forecast includes major works required to upgrade, replace or construct capital infrastructure based on Master Plans and Asset Management Plans. The ongoing maintenance of this infrastructure is included in the operating budget. Financing of the forecast capital program (Master Plans and Asset Management Plans) is undertaken at a detailed level and established as a long-term financing plan. The long-term financing plan is then reviewed and approved through the annual budget process and presented at a summary level in the budget.

Use of one-time revenues

The Region does not utilize one-time revenues for ongoing expenditures. However, one-time revenues may be used to fund non-recurring expenditures subject to Council approval. One-time revenue is transferred to the appropriate reserves in accordance with Council's direction.

User fees and alternate revenue sources

The Region establishes cost-recovery policies for user fees to determine whether fees collected are sufficient to recover the cost of providing certain goods or services. These policies determine the percentage of full-service cost to be recovered through fees. The level of cost recovery is reviewed and adjusted annually through the budget process to ensure that fees are current, equitable, competitive and sustainable.

Uses of unpredictable revenues

Certain revenues fluctuate widely year-to-year. At year-end, favourable revenue variances are transferred to the Stabilization Reserves or other reserves as approved by Council.

Use of supplementary tax revenue

Supplementary taxes are generated by property tax revenue from new assessments added in-year to the property tax roll. This revenue source is estimated annually and reflected in the Region's operating budget.

Debt capacity

The Province sets a debt capacity guideline for municipalities of 25% of own revenues. The Region's own guidelines (10% of gross operating expenditures) translate to approximately 13% of the Region's own revenues. The current projected debt capacity for the next 10 years remains well below these targets.

Penny rounding

As the Royal Canadian Mint is no longer distributing pennies as of February 4, 2013, and pennies are gradually being withdrawn from circulation, Halton Region adopted the Government of Canada's rounding guidelines for cash transactions.

Reserve and Reserve Funds

Halton Reserve Policy Summary (CS-83-02)

Stabilization Reserves:	
Purpose	To address in-year, uncontrollable or unanticipated changes in economic conditions, funding or costs
Target	Tax stabilization 10% of gross expenditures Rate stabilization 15% of gross expenditures
Funding	Shortfalls from the target should be funded from annual operating surpluses Balances in excess of target can be used to finance one-time programs or to address deficiencies in other reserves
Authority to Access	Council authority required to access funds
Interest Allocation	No interest to be allocated to these reserves
Program Specific Reserves:	
Purpose	To fund specific programs
Target	Financial plan required for each reserve and reviewed annually
Funding	Based on a financial plan
Authority to Access	Council authority required to access funds, normally established within annual budget or specific Council resolution
Interest Allocation	No interest to be allocated to these reserves
Vehicle/Building and Equipment Reserves:	
Purpose	To fund the maintenance and replacement of Regional assets
Target	Based on lifecycle costs of assets
Funding	Annual operating budget provisions Shortfalls in funding may require funding from annual operating surpluses or transfers from other reserves
Authority to Access	Council authority required to access funds, normally established within annual budget or specific Council resolution
Interest Allocation	Interest allocation at year-end based on actual interest earnings
Capital Reserves:	
Purpose	To finance the Region's capital program
Target	Based on capital programs
Funding	Annual operating budget provisions Supplementary taxes Annual operating budget surpluses
Authority to Access	Council authority required to access funds, normally established with annual budget or specific Council resolution delegating authority to staff (e.g., project closures or tender awards)
Interest Allocation	Interest allocation at year-end based on actual interest earnings

Commodity Price Hedging Policy

The goal of the Commodity Price Hedging Policy is to allow the Regional Treasurer to enter into a fixed price agreement for the future delivery of any or all portions of a commodity, when it is deemed advantageous for the Region to do so. The Treasurer must report annually on all commodity price hedging agreements in place in accordance with the *Municipal Act, 2001*, Regulation 653/05, and Halton's Commodity Price Hedging Policy as approved through Council Report No. CS-19-07.

The Region considers procuring price hedging agreements for electricity, natural gas, gasoline and diesel, as discussed below:

- Halton Region did not enter into a fixed price agreement for electricity in 2016 as it was determined that the Hourly Ontario Energy Price (HOEP) was the lowest cost option at the time.
- For natural gas, Halton Region has an annual fixed price contract expiring on October 31 of each year. In 2016, approximately 30% of the annual volume was purchased on contract with the remaining 70% purchased at the spot market price.
- Gasoline and diesel fuel are purchased in bulk for vehicles and back-up generators through a competitive bid process. Paramedic Services uses the bulk fuel and also purchases gasoline and diesel fuel at retail outlets with procurement cards when needed. Halton Region is currently in the final renewal year with Canada Clean Fuels and Valero Energy Inc. for bulk gasoline and diesel fuel purchases.

Staff will continue to work with consultants to determine the best procurement strategy by reviewing market conditions. As shown below, commodity costs have increased for electricity. Natural gas, gasoline and diesel prices have decreased with price reductions partially offset by demand increases.

Commodity (\$000s)	2013 Actual	2014 Actual	2015 Actual	2015 Budget	2016 Projected Actual	2017 Requested Budget	Change in Budget (2017-2016)
Electricity	9,605	10,189	17,379	17,121	18,488	19,875	2,754
Natural Gas	463	511	649	779	539	720	(59)
Gasoline and Diesel	1,251	1,322	1,188	1,330	1,183	1,330	0

HALTON REGION

Budget and Business Plan **2017**

Glossary

Glossary of Terms

Term	Definition
Accrual Accounting	Halton Region's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes expenses and revenues when there is a legal obligation to pay or be paid, not when cash is collected or paid. This is also the basis for developing the Region's budget.
Actual	Actual revenue and expenditures incurred as opposed to budgeted revenues or expenditures for the fiscal year indicated.
Allocated Charges/Recoveries	Transactions related to allocating charges and recoveries between departments.
Allowance	A provision for an expected loss or reduction in the value of an asset in order to reduce the reported value of the asset to an amount that reflects its estimated realizable value.
Amortization	The annual cost of writing off the cost of an asset over a period of time.
Annualization	The cost of a full year of operation.
Assessment	A value that is established for real property for use as a basis for property taxes.
Base Budget	The budget required to maintain service levels as established by the previous year's budget.
Benchmarking	Determining the quality of products, services and practices by measuring critical factors (e.g., how fast or how reliable a product or service is) and comparing the results to those of highly regarded competitors.
Boards & Agencies	Autonomous bodies that receive funding from Halton Region, including the Halton Regional Police Service, Royal Botanical Gardens, Conservation Halton, Grand River Conservation Authority and Credit Valley Conservation.
Budget	A financial plan for a specified period of time (fiscal year) that estimates all planned revenues and expenditures for various municipal services.
Budget Document	The official written statement prepared by staff, which presents the proposed budget to Regional Council.
Canadian Union of Public Employees (CUPE)	Canada's largest union, with more than 628,000 members across the country. CUPE represents workers in health care, emergency services, education, early learning and child care, municipalities, social services, libraries, utilities, transportation, airlines and more.
Capital Budget and Forecast	A plan of proposed capital expenditures to be incurred in the current year and over a period of nine future years, identifying each capital project and the method of financing.

Term	Definition
Capital Expenditure	An expense for the acquisition, renovation, maintenance or replacement of fixed assets resulting in an extension of the assets' useful life; or an expenditure to purchase or construct a specific capital asset or project that spans more than one fiscal year, having a value of at least \$10,000. Typically, a capital expense encompasses a purchase of land and/or the construction of a building or facility.
Case Mix Index (CMI)	The Provincial measurement used for assessing the level of care required for residents at each long-term care facility, relative to the Provincial average of 100.
Complement	The total number of full-time equivalent staff positions approved by Regional Council.
Contingency	An appropriation of funds available to mitigate unforeseen events that may occur during the fiscal year.
Corporate Sustaining Chargeback	A method that is used to allocate costs that are required for corporate management purposes, generally fixed in nature, and not directly or indirectly consumed through a service-delivery process.
Current Value Assessment (CVA)	Real estate property value that is determined under the direction of the Province of Ontario as a basis for levying property taxes.
Debenture Debt	The payment of interest and repayment of principal to holders of the Region's debt instruments.
Debt Payment	The payment of principal and interest on borrowed funds.
Deficit	The excess of expenditures over revenues in a fund over an accounting period.
Development Charges (DC)	Charges collected from developers that are imposed under the <i>Development Charges Act</i> when land is developed.
Development Charges By-law (DCB)	By-law approved by Regional Council to authorize the amount and collection of Development Charges under the <i>Development Charges Act</i> .
Early Learning and Child Development (ELCD)	Funding (formerly known as Best Start) for expenditures in licensed child care programs. Some examples include wage subsidies, fee subsidies and services for children with special needs.
Environmental Assessment (EA)	A process to predict the effects of proposed initiatives on the environment.
Expenditure	The disbursement of appropriated funds to purchase goods and/or services.
Fees and Charges	Charges for expenses incurred when services are provided to an individual or groups rather than the community at large.
Fiscal Year	The 12-month accounting period for recording financial transactions. Halton Region's fiscal year is from January 1 to December 31.

Term	Definition
Fleet	The vehicles owned and operated by the Region.
Fringe Benefits	Payment to which participants may be entitled under a plan, including pension benefits.
Full-day Kindergarten (FDK)	Full-day junior and senior kindergarten for children aged four and five in public and separate schools.
Full-time Equivalent (FTE)	A measure of staffing equivalent to that produced by one person working full time for one year.
Generally Accepted Accounting Principles (GAAP)	Nationally recognized uniform principles, standards and guidelines for financial accounting and reporting.
Geographic Information System (GIS)	A system that integrates existing regional graphic and tabular spatial data into a common shared database.
GO Transit	An inter-municipal transit system throughout the Greater Toronto Area (GTA).
Government Finance Officers Association (GFOA)	A professional association of government finance officers in the United States and Canada identifying and developing financial policies and best practices through education, training, facilitation of member networking and leadership.
Grant	A monetary contribution by one governmental unit or other organization to another. The provincial and federal governments make these contributions to local governments. Halton Region provides grants to various social service agencies.
Greater Toronto Area (GTA)	The geographic area of jurisdiction of the City of Toronto and the four surrounding regional municipalities of Durham, Halton, Peel and York.
Halton Community Housing Corporation (HCHC)	A separate corporation that owns and manages 1,961 social housing units in Halton Region. The Region provides the HCHC with management services.
Halton Region	The geographic area made up of the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville.
Halton Regional Police Service (HRPS)	Contributes to the safety and well-being of the Region's 540,000 residents through the provision of police services.
Halton Regional Police Service Board (HRPSB)	The governing body for the HRPS.
Halton Region Official Plan (OP)	Outlines the long-term vision for Halton's physical form and community character in accordance with the <i>Planning Act</i> .
Inflation	A rise in price levels caused by general economic activity and growth.

Term	Definition
Investment Income	Revenue associated with the Region's cash management activities of investing cash balances.
Investment in Affordable Housing (IAH)	New federal/provincial funding that builds on the principles of Ontario's Long-Term Affordable Housing Strategy.
Integrated Planning and Financial System (IPFS)	An automated software application which sets out the infrastructure costs and staging associated with replacement of infrastructure and servicing new growth areas.
Levy	Property taxation funding which is raised through taxes.
Long-Term Care (LTC)	Related to services for older adults.
Local Municipality	A municipality within a region (e.g., the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville within Halton Region).
Municipal Performance Measurement Program (MPMP)	A provincial initiative designed to provide taxpayers with useful quantified information on service delivery and municipalities with a tool to improve those services over time. The program requires municipalities to collect data to measure their performance in nine core municipal service areas.
Municipal Property Assessment Corporation (MPAC)	Established by the Municipal Property Assessment Corporation Act, MPAC administers and determines a uniform, province-wide system of current value assessment for all properties.
ML/d	Megalitres per day. One Megalitre is equivalent to one million litres.
Ontario Disability Support Payments (ODSP)	An income redistribution program previously funded by the Province of Ontario (80%) and the Region (20%) to provide payments to individuals with disabilities who are unable to work; municipal funding for this program was completely phased out in 2011.
Ontario Municipal Board (OMB)	An independent adjudicative tribunal established under statute by the Province of Ontario. The OMB hears appeals and applications on a wide range of municipal and land-related matters.
Ontario Municipal CAO's Benchmarking Initiative (OMBI)	A partnership project to encourage service excellence in municipal government. Participating municipalities work together to identify and share performance statistics and operational best practices.
Ontario Municipal Employees Retirement System (OMERS)	A local government pension plan coordinated by the Province of Ontario and funded from municipal employee and employer contributions.
Ontario Nurses' Association (ONA)	The union representing 60,000 registered nurses and allied health professionals and more than 14,000 nursing students providing care in hospitals, long-term care facilities, public health, the community, clinics and industry.

Term	Definition
Ontario Public Service Employees Union (OPSEU)	A union in Ontario for public sector workers. OPSEU has about 130,000 members across the province in hospitals, services for families and children, art galleries, ambulance services, school boards, municipal offices, mental health services, correctional services and more.
Ontario Works (OW)	A Provincial program jointly funded with the Region, administered by the Region to provide social assistance to residents. The Province of Ontario will fund this completely by 2018.
Operating Budget	The budget containing allocations for expenditures, such as salaries and wages, materials and supplies, utilities and insurance to provide government services for the current year.
Performance Measure	Data collected to determine how effective and/or efficient a program is in achieving its objectives.
Performance Indicators (PIs)	Specific quantitative measures of a department's/program's work performed, or the results obtained toward meeting an objective.
Program	A regional business unit formed to provide a specific type of service (e.g., Public Health, Waste Management).
Property Tax	A tax levied on the assessed value of real estate.
Province	The Province of Ontario.
Provincial Offences Act (POA)	An Act that governs how charges are processed and prosecuted. It applies to all provincial statutes, as well as municipal by-laws and some minor federal contraventions. Most of the POA offences are related to the <i>Highway Traffic Act</i> , the <i>Compulsory Automobile Insurance Act</i> , the <i>Liquor Licence Act</i> or the <i>Trespass to Property Act</i> .
Public Sector Accounting Board (PSAB)	A board under the Canadian Institute of Chartered Accountants (CICA), which develops standards for municipal financial reporting.
Regional Official Plan Amendment (ROPA)	A change to the Official Plan. It could be site-specific, when an applicant wants permission for a land use in a location that conflicts with the existing plan, or it could be a policy change that affects all or part of the region.
Reserve	An allocation of accumulated net revenue. It has no reference to any specific asset and does not require the physical segregation of money or assets. An example of the Region's reserve is the Tax Stabilization Reserve.
Reserve Fund	Assets segregated and restricted to meet the purpose of the reserve fund, which may be obligatory (created whenever a statute requires revenue received for special purposes to be segregated) or discretionary (created whenever a municipal council wishes to earmark revenue to finance a future project, e.g., Development Charges Reserve Funds).

Term	Definition
Revenue	Funds that a government receives as income, including tax payments, fines, grants and interest income.
Strategic Action Plan	A plan to reflect Halton Regional Council's priorities and focus on what services are important to Halton residents, developed each new term by the Council. On April 1, 2015 Regional Council approved the <i>Strategic Action Plan 2015-2018</i> .
Strategic Investments	Any proposed variation in the budgeted expenditures or revenues that are not provided for in the Base Budget, and for which separate budget disclosure is provided for Regional Council's consideration.
Systems Application Process (SAP)	Software used for the Region's financial and human resource information systems.
Supplementary Taxes	Property taxes resulting from assessment added to the tax roll after January 1 of a given tax year.
Surplus	When total revenues from current operations exceed total expenditures.
Tangible Capital Assets (TCA)	Non-financial assets with physical substance that: are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets; have useful economic lives extending beyond an accounting period; are to be used on a continuing basis; and are not for sale in the ordinary course of operations.
Tax Levy	The total amount to be received by property taxes for operating and debt service purposes specified in the annual Tax Levy By-law.
Tax Rate	The actual rate of tax applied to the Current Value Assessment (CVA) to determine taxes payable.
Waste Diversion Ontario (WDO)	An entity established to enable government, municipalities and industry to work together to help financially sustain Ontario's municipal waste diversion programs.
Wastewater Treatment Plant (WWTP)	Halton Region owns and operates seven Wastewater Treatment Plants that treat almost 213,000 cubic metres of wastewater every day.
Water Purification Plant (WPP)	Halton-owned and operated state-of-the-art Water Purification Plants deliver safe, high-quality and cost-effective drinking water. Halton is committed to the important responsibility of providing safe, clean drinking water.

HALTON REGION

Budget and Business Plan **2017**

Operating Budget

HALTON REGION

Budget and Business Plan **2017**

Tax Details

Tax Supported Budget Summary

Tax Supported Budget Summary									
	2016	2017			Change in Budget				
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved		
Regional Services	\$ 240,813,751	\$ 246,469,520	\$ 3,050,144	\$ 249,519,664	\$ 5,655,769	2.3%	\$ 8,705,913	3.6%	
Police Services	139,714,700	143,355,905	1,584,126	144,940,030	3,641,204	2.6%	5,225,330	3.7%	
Total	\$ 380,528,451	\$ 389,825,425	\$ 4,634,270	\$ 394,459,694	\$ 9,296,973	2.4%	\$ 13,931,243	3.7%	

Summary of Tax Changes (With 1.7% Weighted Assessment Growth)				
	2017			2017
	Base Budget	Strategic Investments	Requested Budget	Budget Directions
Regional Services	0.6%	1.2%	1.9%	1.9%
Police Services	0.9%	1.1%	2.0%	
Total	0.7%	1.2%	1.9%	

Net Program Expenditure – Tax

The following tables set out the net expenditure by program at a detailed level.

Comparison Of 2017 Requested And 2016 Approved Operating Budget For Tax Supported Services											
Net Dollars	2014	2015	2016		2017			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Health Department											
Public Health Resources	\$ 1,444,496	\$ 1,584,880	\$ 1,999,698	\$ 1,404,033	\$ 2,250,461	\$ -	\$ 2,250,461	\$ 250,763	12.5%	\$ 250,763	12.5%
Healthy Environments & Communicable Disease	3,633,842	4,288,486	4,817,459	4,571,722	5,191,545	-	5,191,545	374,086	7.8%	374,086	7.8%
Healthy Families	4,825,551	4,588,262	5,568,126	5,530,583	5,945,795	-	5,945,795	377,669	6.8%	377,669	6.8%
Clinical Health Services	4,057,577	4,824,114	4,062,065	4,403,010	4,027,544	85,000	4,112,544	(34,521)	-0.8%	50,479	1.2%
Total Public Health	13,961,465	15,285,743	16,447,348	15,909,348	17,415,345	85,000	17,500,345	967,997	5.9%	1,052,997	6.4%
Paramedic Services	15,946,811	16,909,331	16,916,891	17,660,891	17,812,420	781,715	18,594,135	895,530	5.3%	1,677,245	9.9%
Total Health	29,908,276	32,195,074	33,364,239	33,570,239	35,227,765	866,715	36,094,480	1,863,527	5.6%	2,730,242	8.2%
Social & Community Services											
Children's Services	12,730,977	12,862,175	11,502,517	11,502,517	11,280,642	85,000	11,365,642	(221,875)	-1.9%	(136,875)	-1.2%
Employment & Social Services	6,418,996	6,962,933	7,014,650	6,992,650	6,415,023	141,560	6,556,583	(599,627)	-8.5%	(458,067)	-6.5%
Housing Services	33,793,746	35,003,364	35,881,648	35,881,648	36,425,075	688,715	37,113,790	543,427	1.5%	1,232,142	3.4%
Quality & Service Integration	4,705,573	4,945,147	5,725,399	5,585,399	5,734,470	600,000	6,334,470	9,071	0.2%	609,071	10.6%
Services for Seniors	17,905,922	17,687,175	17,582,600	17,959,600	18,078,515	-	18,078,515	495,915	2.8%	495,915	2.8%
Total Social & Community Services	75,555,214	77,460,794	77,706,814	77,921,814	77,933,725	1,515,275	79,449,000	226,911	0.3%	1,742,186	2.2%
Legislative & Planning Services											
Planning Services	8,536,367	8,836,799	10,688,238	10,482,268	12,001,936	180,550	12,182,486	1,313,699	12.3%	1,494,249	14.0%
Economic Development	2,125,098	2,085,764	2,312,235	2,313,794	2,570,955	-	2,570,955	258,720	11.2%	258,720	11.2%
Total Legislative & Planning Services	10,661,465	10,922,564	13,000,473	12,796,062	14,572,891	180,550	14,753,441	1,572,419	12.1%	1,752,969	13.5%
Public Works											
Road Operations	44,425,031	46,279,075	49,608,009	49,608,009	51,290,724	-	51,290,724	1,682,714	3.4%	1,682,714	3.4%
Waste Management Services	38,776,438	39,535,960	41,341,211	41,341,211	41,343,620	60,000	41,403,620	2,409	0.0%	62,409	0.2%
Total Public Works	83,201,469	85,815,035	90,949,220	90,949,220	92,634,344	60,000	92,694,344	1,685,123	1.9%	1,745,123	1.9%
Corporate Administration											
Corporate Administration	(1,224,315)	(2,257,993)	-	(1,557,589)	-	-	-	-	0.0%	-	0.0%
Total Corporate Administration	\$ (1,224,315)	\$ (2,257,993)	\$ -	\$ (1,557,589)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

**Comparison Of 2017 Requested And 2016 Approved
Operating Budget For Tax Supported Services**

Net Dollars	2014	2015	2016		2017			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved		
Non-Program Items & Fiscal Transactions												
Supplementary Tax Revenue	\$ (6,272,813)	\$ (7,875,577)	\$ (7,600,000)	\$ (7,600,000)	\$ (7,600,000)	\$ -	\$ (7,600,000)	\$ -	0.0%	\$ -	0.0%	
Tax Policy Expenditures	293,214	308,409	548,000	548,000	548,000	-	548,000	-	0.0%	-	0.0%	
Assessment Services	8,372,065	8,510,195	8,656,100	8,636,100	8,783,900	-	8,783,900	127,800	1.5%	127,800	1.5%	
General Expenditures	21,299,336	22,684,276	23,723,634	23,723,634	23,674,037	427,604	24,101,641	(49,597)	-0.2%	378,007	1.6%	
Net Interest Earnings	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	-	(7,750,800)	-	0.0%	-	0.0%	
Provincial Offences Act	(1,374,394)	(1,938,347)	(1,900,000)	(1,900,000)	(1,900,000)	-	(1,900,000)	-	0.0%	-	0.0%	
Payments-in-Lieu of Taxes	(2,995,680)	(3,198,982)	(2,450,000)	(2,450,000)	(2,800,000)	-	(2,800,000)	(350,000)	14.3%	(350,000)	14.3%	
Right-of-Way Taxes	(1,247,819)	(1,226,807)	(1,350,000)	(1,350,000)	(1,250,000)	-	(1,250,000)	100,000	-7.4%	100,000	-7.4%	
Tax Write-Off Provision	4,206,070	3,858,080	4,365,000	4,365,000	4,365,000	-	4,365,000	-	0.0%	-	0.0%	
GTA Pooling	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Total Non-Prog Items & Fiscal Transactions	14,529,180	13,370,447	16,241,934	16,221,934	16,070,137	427,604	16,497,741	(171,797)	-1.1%	255,807	1.6%	
Boards and Agencies												
Conservation Authorities	8,016,916	8,382,873	8,803,109	8,803,109	9,262,611	-	9,262,611	459,502	5.2%	459,502	5.2%	
RBG and Special Grants	725,266	736,295	747,963	747,963	768,049	-	768,049	20,086	2.7%	20,086	2.7%	
Total Boards and Agencies	8,742,182	9,119,168	9,551,072	9,551,072	10,030,660	-	10,030,660	479,588	5.0%	479,588	5.0%	
Net Regional Impact Expenditure	221,373,470	226,625,089	240,813,751	239,452,751	246,469,520	3,050,144	249,519,664	5,655,771	2.3%	8,705,915	3.6%	
Halton Regional Police Services												
Police Services	118,127,354	119,596,005	132,958,960	131,958,960	136,400,165	1,584,126	137,984,290	3,441,204	2.6%	5,025,330	3.8%	
Police Services - Debt Charges	3,491,697	4,943,833	6,739,776	6,739,776	5,105,731	-	5,105,731	(1,634,045)	-24.2%	(1,634,045)	-24.2%	
Police Services - Reserves/Capital Transfers	5,309,088	5,730,182	15,964	15,964	1,850,009	-	1,850,009	1,834,045	11488.6%	1,834,045	11488.6%	
Total Halton Regional Police Services	126,928,139	130,270,020	139,714,700	138,714,700	143,355,905	1,584,126	144,940,030	3,641,204	2.6%	5,225,330	3.7%	
Net Regional Levy Requirement	\$ 348,301,609	\$ 356,895,109	\$ 380,528,452	\$ 378,167,452	\$ 389,825,425	\$ 4,634,270	\$ 394,459,694	\$ 9,296,975	2.4%	\$ 13,931,245	3.7%	



**Comparison Of 2017 Requested And 2016 Approved
Operating Budget For Tax Supported Services**

Net Dollars	2014	2015	2016		2017			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Budget		2017 Requested to 2016 Budget	
Corporate Administration Program Costs:											
Finance											
Financial Planning & Budgets	\$ 3,154,250	3,312,069	\$ 3,324,414	\$ 3,205,346	\$ 3,415,964	\$ -	\$ 3,415,964	\$ 91,551	2.8%	\$ 91,551	2.8%
Financial, Purchasing & Payroll Services	4,467,083	4,795,214	4,952,260	5,020,728	5,067,522	-	5,067,522	115,261	2.3%	115,261	2.3%
Information Technology	12,747,333	13,015,874	14,334,350	13,927,949	14,840,435	-	14,840,435	506,085	3.5%	506,085	3.5%
Total Finance	20,368,666	21,123,157	22,611,024	22,154,024	23,323,921	-	23,323,921	712,897	3.2%	712,897	3.2%
Legislative & Planning Services											
Asset Management	18,057,760	17,726,355	18,751,680	18,811,734	19,956,258	227,604	20,183,862	1,204,577	6.4%	1,432,181	7.6%
Legal Services	5,206,554	5,402,622	5,208,465	5,094,427	5,145,269	-	5,145,269	(63,197)	-1.2%	(63,197)	-1.2%
Regional Clerks & Council Services	1,519,915	1,599,597	1,789,086	1,771,481	1,810,309	-	1,810,309	21,223	1.2%	21,223	1.2%
Total Legislative & Planning Services	24,784,228	24,728,575	25,749,231	25,677,642	26,911,835	227,604	27,139,439	1,162,604	4.5%	1,390,208	5.4%
Office of the CAO											
Policy Integration & Communications	5,308,956	5,084,324	6,512,491	5,977,398	6,398,566	-	6,398,566	(113,925)	-1.7%	(113,925)	-1.7%
Internal Audit	487,653	579,857	597,424	599,588	610,147	-	610,147	12,724	2.1%	12,724	2.1%
Business Planning & Corporate Initiatives	1,066,780	1,341,589	1,847,184	1,430,944	1,800,401	-	1,800,401	(46,783)	-2.5%	(46,783)	-2.5%
Human Resources	2,646,190	3,042,860	4,338,969	4,200,137	4,770,724	200,000	4,970,724	431,754	10.0%	631,754	14.6%
Total Office of the CAO	9,509,580	10,048,630	13,296,067	12,208,067	13,579,837	200,000	13,779,837	283,770	2.1%	483,770	3.6%
Office of the Chair & Regional Council											
Office of the Chair	283,477	247,306	273,618	273,618	273,592	-	273,592	(26)	0.0%	(26)	0.0%
Regional Council	1,205,854	1,257,701	1,303,270	1,303,270	1,314,420	-	1,314,420	11,150	0.9%	11,150	0.9%
Total Office of the Chair & Regional Council	1,489,331	1,505,008	1,576,888	1,576,888	1,588,012	-	1,588,012	11,124		11,124	0.7%
Total Corporate Administration Costs	\$ 56,151,805	\$ 57,405,369	\$ 63,233,210	\$ 61,616,621	\$ 65,403,605	\$ 427,604	\$ 65,831,209	\$ 2,170,395	3.4%	\$ 2,597,999	4.1%

Net Program Expenditure – by Committee

The following tables set out the net expenditure by program at a detailed level.

Comparison of 2017 Requested and 2016 Approved											
Operating Budget											
Net Dollars	2014	2015	2016		2017			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Health & Social Services											
Health Department:											
Public Health Resources	\$ 1,444,496	\$ 1,584,880	\$ 1,999,698	\$ 1,404,033	\$ 2,250,461	\$ -	\$ 2,250,461	\$ 250,763	12.5%	\$ 250,763	12.5%
Healthy Environments & Communicable Disease	3,633,842	4,288,486	4,817,459	4,571,722	5,191,545	-	5,191,545	374,086	7.8%	374,086	7.8%
Healthy Families	4,825,551	4,588,262	5,568,126	5,530,583	5,945,795	-	5,945,795	377,669	6.8%	377,669	6.8%
Clinical Health Services	4,057,577	4,824,114	4,062,065	4,403,010	4,027,544	85,000	4,112,544	(34,521)	-0.8%	50,479	1.2%
Total Public Health	13,961,465	15,285,743	16,447,348	15,909,348	17,415,345	85,000	17,500,345	967,997	5.9%	1,052,997	6.4%
Paramedic Services	15,946,811	16,909,331	16,916,891	17,660,891	17,812,420	781,715	18,594,135	895,530	5.3%	1,677,245	9.9%
Total Health	29,908,276	32,195,074	33,364,239	33,570,239	35,227,765	866,715	36,094,480	1,863,527	5.6%	2,730,242	8.2%
Social and Community Services:											
Children's Services	12,730,977	12,862,175	11,502,517	11,502,517	11,280,642	85,000	11,365,642	(221,875)	-1.9%	(136,875)	-1.2%
Employment & Social Services	6,418,996	6,962,933	7,014,650	6,992,650	6,415,023	141,560	6,556,583	(599,627)	-8.5%	(458,067)	-6.5%
Housing Services	33,793,746	35,003,364	35,881,648	35,881,648	36,425,075	688,715	37,113,790	543,427	1.5%	1,232,142	3.4%
Quality & Service Integration	4,705,573	4,945,147	5,725,399	5,585,399	5,734,470	600,000	6,334,470	9,071	0.2%	609,071	10.6%
Services for Seniors	17,905,922	17,687,175	17,582,600	17,959,600	18,078,515	-	18,078,515	495,915	2.8%	495,915	2.8%
Total Social and Community Services	75,555,214	77,460,794	77,706,814	77,921,814	77,933,725	1,515,275	79,449,000	226,911	0.3%	1,742,186	2.2%
Total Health & Social Services	\$ 105,463,490	\$ 109,655,868	\$ 111,071,052	\$ 111,492,053	\$ 113,161,490	\$ 2,381,990	\$ 115,543,480	\$ 2,090,438	1.9%	\$ 4,472,428	4.0%

Comparison of 2017 Requested and 2016 Approved

Operating Budget

Net Dollars	2014	2015	2016		2017			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved		
Planning & Public Works - Tax												
Legislative & Planning Services:												
Planning Services	\$ 8,536,367	\$ 8,836,799	\$ 10,688,238	\$ 10,482,268	\$ 12,001,936	\$ 180,550	\$ 12,182,486	\$ 1,313,699	12.3%	\$ 1,494,249	14.0%	
Total Planning	8,536,367	8,836,799	10,688,238	10,482,268	12,001,936	180,550	12,182,486	1,313,699	12.3%	1,494,249	14.0%	
Public Works												
Road Operations	44,425,031	46,279,075	49,608,009	49,608,009	51,290,724	-	51,290,724	1,682,714	3.4%	1,682,714	3.4%	
Waste Management Services	38,776,437	39,535,960	41,341,211	41,341,211	41,343,620	60,000	41,403,620	2,409	0.0%	62,409	0.2%	
Total Public Works	83,201,468	85,815,035	90,949,220	90,949,220	92,634,344	60,000	92,694,344	1,685,123	1.9%	1,745,123	1.9%	
Total Planning & Public Works - Tax	91,737,835	94,651,834	101,637,458	101,431,488	104,636,280	240,550	104,876,830	2,998,822	3.0%	3,239,372	3.2%	
Planning & Public Works - Rate												
Public Works												
Water and Wastewater	160,569,545	170,216,506	183,223,505	181,443,505	188,472,268	239,457	188,711,725	5,248,763	2.9%	5,488,220	3.0%	
Total Public Works	160,569,545	170,216,506	183,223,505	181,443,505	188,472,268	239,457	188,711,725	5,248,763	2.9%	5,488,220	3.0%	
Total Planning & Public Works - Rate	160,569,545	170,216,506	183,223,505	181,443,505	188,472,268	239,457	188,711,725	5,248,763	2.9%	5,488,220	3.0%	
Total Planning & Public Works - Tax & Rate	\$ 252,307,380	\$ 264,868,340	\$ 284,860,963	\$ 282,874,993	\$ 293,108,548	\$ 480,007	\$ 293,588,555	\$ 8,247,585	2.9%	\$ 8,727,592	3.1%	



**Comparison of 2017 Requested and 2016 Approved
Operating Budget**

Net Dollars	2014	2015	2016		2017			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved		
Administration & Finance												
Corporate Administration												
Corporate Administration	\$ (1,224,315)	\$ (2,257,993)	\$ -	\$ (1,557,589)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%	
Total Corporate Administration	(1,224,315)	(2,257,993)	-	(1,557,589)	-	-	-	-	0.0%	-	0.0%	
Economic Development												
Economic Development	2,125,098	2,085,764	2,312,235	2,313,794	2,570,955	-	2,570,955	258,720	11.2%	258,720	11.2%	
Total Economic Development	2,125,098	2,085,764	2,312,235	2,313,794	2,570,955	-	2,570,955	258,720	11.2%	258,720	11.2%	
Non-Program Items & Fiscal Transactions												
Supplementary Tax Revenue	(6,272,813)	(7,875,577)	(7,600,000)	(7,600,000)	(7,600,000)	-	(7,600,000)	-	0.0%	-	0.0%	
Tax Policy Expenditures	293,214	308,409	548,000	548,000	548,000	-	548,000	-	0.0%	-	0.0%	
Assessment Services	8,372,065	8,510,195	8,656,100	8,636,100	8,783,900	-	8,783,900	127,800	1.5%	127,800	1.5%	
General Expenditures	21,299,336	22,684,276	23,723,634	23,723,634	23,674,037	427,604	24,101,641	(49,597)	-0.2%	378,007	1.6%	
Net Interest Earnings	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	-	(7,750,800)	-	0.0%	-	0.0%	
Provincial Offences Act	(1,374,394)	(1,938,347)	(1,900,000)	(1,900,000)	(1,900,000)	-	(1,900,000)	-	0.0%	-	0.0%	
Payments-in-Lieu of Taxes	(2,995,680)	(3,198,982)	(2,450,000)	(2,450,000)	(2,800,000)	-	(2,800,000)	(350,000)	14.3%	(350,000)	14.3%	
Right-of-Way Taxes	(1,247,819)	(1,226,807)	(1,350,000)	(1,350,000)	(1,250,000)	-	(1,250,000)	100,000	-7.4%	100,000	-7.4%	
Tax Write-Off Provision	4,206,070	3,858,080	4,365,000	4,365,000	4,365,000	-	4,365,000	-	0.0%	-	0.0%	
GTA Pooling	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Total Non-Prog Items & Fiscal Transactions	14,529,180	13,370,447	16,241,934	16,221,934	16,070,137	427,604	16,497,741	(171,797)	-1.1%	255,807	1.6%	
Boards and Agencies												
Conservation Authorities	8,016,916	8,382,873	8,803,109	8,803,109	9,262,611	-	9,262,611	459,502	5.2%	459,502	5.2%	
RBG and Special Grants	725,266	736,295	747,963	747,963	768,049	-	768,049	20,086	2.7%	20,086	2.7%	
Total Boards and Agencies	8,742,182	9,119,168	9,551,072	9,551,072	10,030,660	-	10,030,660	479,588	5.0%	479,588	5.0%	
Total Administration & Finance	24,172,145	22,317,386	28,105,241	26,529,211	28,671,752	427,604	29,099,356	566,511	2.0%	994,115	3.5%	
Net Regional Impact Expenditure	\$ 381,943,015	\$ 396,841,594	\$ 424,037,256	\$ 420,896,257	\$ 434,941,790	\$ 3,289,601	\$ 438,231,391	\$ 10,904,534	2.6%	\$ 14,194,135	3.3%	
Halton Regional Police Services												
Total Halton Regional Police Services	126,928,139	130,270,020	139,714,700	138,714,700	143,355,905	1,584,126	144,940,030	3,641,204	2.6%	5,225,330	3.7%	
Net Regional Levy & Rate Requirement	\$ 508,871,154	\$ 527,111,614	\$ 563,751,956	\$ 559,610,957	\$ 578,297,694	\$ 4,873,726	\$ 583,171,421	\$ 14,545,738	2.6%	\$ 19,419,465	3.4%	



Corporate Administration Costs

In accordance with OMBI, the Region allocates corporate support costs to program delivery departments. This table includes details of the Corporate Administration expenditures that are reallocated through corporate support.

Net Dollars	Total Expenditures				Allocated Recoveries & External Revenues					Net Expenditures / Corporate Support					
	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change 2017 Requested to 2016 Approved	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change 2017 Requested to 2016 Approved		2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change 2017 Requested to 2016 Approved		
Finance															
Financial Planning & Budgets	\$ 4,571,419	\$ 4,945,397	\$ 5,061,069	\$ 115,671	2.3%	\$ (3,407,247)	\$ (3,757,980)	\$ (3,880,780)	\$ (122,800)	3.3%	\$ 1,164,172	\$ 1,187,417	\$ 1,180,289	\$ (7,129)	-0.6%
Financial, Purchasing & Payroll Services	5,078,601	5,329,416	5,468,185	138,769	2.6%	(686,755)	(626,040)	(654,328)	(28,288)	4.5%	4,391,846	4,703,376	4,813,857	110,481	2.3%
Information Technology	13,912,044	14,467,101	15,269,317	802,216	5.5%	(2,390,014)	(2,506,378)	(2,670,501)	(164,123)	6.5%	11,522,030	11,960,723	12,598,816	638,093	5.3%
Total Finance	23,562,064	24,741,914	25,798,571	1,056,657	4.3%	(6,484,016)	(6,890,398)	(7,205,609)	(315,211)	4.6%	17,078,048	17,851,516	18,592,962	741,446	4.2%
Legislative & Planning Services															
Asset Management	19,957,887	21,086,002	22,449,713	1,363,711	6.5%	(10,519,619)	(11,466,638)	(12,401,796)	(935,158)	8.2%	9,438,269	9,619,364	10,047,917	428,553	4.5%
Legal Services	5,773,665	5,823,636	5,764,141	(59,495)	-1.0%	(3,535,443)	(3,500,630)	(3,400,700)	99,930	-2.9%	2,238,221	2,323,006	2,363,441	40,435	1.7%
Regional Clerks & Council Services	1,798,260	1,805,990	1,826,648	20,658	1.1%	(2,663)	(3,200)	(2,350)	850	-26.6%	1,795,597	1,802,790	1,824,298	21,508	1.2%
Total Legislative & Planning Services	27,529,812	28,715,628	30,040,502	1,324,874	4.6%	(14,057,725)	(14,970,468)	(15,804,846)	(834,378)	5.6%	13,472,087	13,745,160	14,235,656	490,496	3.6%
Office of the CAO															
Policy Integration & Communications	5,648,061	6,750,670	6,649,106	(101,563)	-1.5%	(646,366)	(1,326,234)	(253,539)	1,072,695	-80.9%	5,001,695	5,424,436	6,395,567	971,132	17.9%
Internal Audit	591,490	598,147	611,285	13,139	2.2%	-	-	-	-	-	591,490	598,147	611,285	13,139	2.2%
Business Planning & Corporate Initiatives	2,442,912	1,843,137	1,797,566	(45,571)	-2.5%	(2,843)	-	-	-	-	2,440,069	1,843,137	1,797,566	(45,571)	-2.5%
Human Resources	4,414,094	5,247,053	5,878,018	630,966	12.0%	(1,075,875)	(990,470)	(1,005,700)	(15,230)	1.5%	3,338,219	4,256,583	4,872,318	615,736	14.5%
Total Office of the CAO	13,096,557	14,439,006	14,935,976	496,970	3.4%	(1,725,084)	(2,316,704)	(1,259,239)	1,057,465	-45.6%	11,371,473	12,122,302	13,676,737	1,554,435	12.8%
Office of the Chair & Regional Council															
Office of the Chair	268,709	273,618	273,592	(26)	0.0%	-	-	-	-	-	268,709	273,618	273,592	(26)	0.0%
Regional Council	1,291,494	1,303,270	1,314,420	11,150	0.9%	(45,533)	-	-	-	-	1,245,961	1,303,270	1,314,420	11,150	0.9%
Total Office of the Chair & Regional Council	1,560,203	1,576,888	1,588,012	11,124	0.7%	(45,533)	-	-	-	-	1,514,669	1,576,888	1,588,012	11,124	0.7%
Total Corporate Administration	\$ 65,748,636	\$ 69,473,436	\$ 72,363,061	\$ 2,889,625	4.2%	\$(22,312,358)	\$(24,177,570)	\$(24,269,694)	\$ (92,124)	0.4%	\$ 43,436,277	\$ 45,295,866	\$ 48,093,368	\$ 2,797,501	6.2%



Gross Expenditures & Revenues by Program

This table sets out the total direct costs, other expenditures, capital expenditures, which total gross expenditures, revenues and net program impact.

Gross Expenditures & Revenues By Program														
	Total Direct Costs					Other Expenditures					Capital Expenditures			
	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved		2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved		2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved
Tax Supported Services														
Health Department														
Public Health Resources	\$ 3,833,938	\$ 3,864,144	\$ 4,086,347	\$ 222,203	5.8%	\$ 524,555	\$ 733,282	\$ 717,536	\$ (15,746)	-2.1%	\$ 114,000	\$ -	\$ -	\$ -
Healthy Environments & Communicable Disease	8,889,671	9,179,504	9,330,014	150,510	1.6%	3,153,564	2,831,174	2,942,748	111,574	3.9%	300,000	195,000	195,000	- 0.0%
Healthy Families	10,362,575	10,329,712	10,436,574	106,862	1.0%	2,729,932	3,158,421	3,315,231	156,810	5.0%	-	-	-	- 0.0%
Clinical Health Services	9,008,084	8,402,399	8,670,906	268,507	3.2%	1,785,585	1,977,186	2,031,987	54,801	2.8%	7,000	7,000	7,000	- 0.0%
Total Public Health	32,094,269	31,775,759	32,523,841	748,082	2.4%	8,193,636	8,700,063	9,007,502	307,439	3.5%	421,000	202,000	202,000	- 0.0%
Paramedic Services	25,822,112	26,576,303	28,022,896	1,446,593	5.4%	4,030,258	3,761,204	4,689,365	928,161	24.7%	2,437,923	2,677,305	2,996,645	319,340 11.9%
Total Health	57,916,381	58,352,062	60,546,737	2,194,675	3.8%	12,223,894	12,461,267	13,696,867	1,235,600	9.9%	2,858,923	2,879,305	3,198,645	319,340 11.1%
Social & Community Services														
Children's Services	48,115,982	55,926,790	55,715,835	(210,955)	-0.4%	4,097,742	2,426,399	2,637,376	210,977	8.7%	50,000	50,000	50,000	- 0.0%
Employment & Social Services	25,797,915	25,455,499	26,673,027	1,217,528	4.8%	2,932,824	2,796,220	2,665,918	(130,302)	-4.7%	-	-	-	- 0.0%
Housing Services	36,734,886	41,344,386	47,998,480	6,654,095	16.1%	1,009,073	333,282	663,114	329,832	99.0%	9,967,726	7,800,000	7,800,000	- 0.0%
Quality & Service Integration	4,372,996	4,819,271	5,433,521	614,250	12.7%	574,204	906,128	900,949	(5,179)	-0.6%	-	-	-	- 0.0%
Services for Seniors	52,443,731	52,325,269	53,296,894	971,625	1.9%	9,535,492	9,964,670	10,292,490	327,820	3.3%	2,221,323	2,331,323	2,381,323	50,000 2.1%
Total Social & Community Services	167,465,510	179,871,215	189,117,757	9,246,543	5.1%	18,149,336	16,426,699	17,159,847	733,148	4.5%	12,239,049	10,181,323	10,231,323	50,000 0.5%
Legislative & Planning Services														
Planning Services	6,681,577	6,906,700	7,432,149	525,449	7.6%	2,307,038	3,162,876	3,187,622	24,747	0.8%	1,043,623	1,802,100	2,829,100	1,027,000 57.0%
Asset Management	15,208,697	16,548,133	17,126,413	578,280	3.5%	(16,468,674)	(17,924,900)	(18,656,263)	(731,363)	4.1%	3,582,263	3,755,363	3,843,963	88,600 2.4%
Economic Development	1,723,799	1,856,760	1,952,600	95,840	5.2%	638,123	669,475	791,655	122,180	18.3%	-	-	-	- 0.0%
Regional Clerk & Council Services	1,553,779	1,775,286	1,801,700	26,414	1.5%	(1,716,659)	(1,772,086)	(1,799,350)	(27,264)	1.5%	-	-	-	- 0.0%
Legal Services	5,581,728	5,741,825	5,695,870	(45,954)	-0.8%	(5,156,935)	(5,506,125)	(5,460,170)	45,954	-0.8%	-	-	-	- 0.0%
Total Legislative & Planning Services	30,749,580	32,828,703	34,008,732	1,180,029	3.6%	(20,397,107)	(21,370,759)	(21,936,506)	(565,746)	2.6%	4,625,886	5,557,463	6,673,063	1,115,600 20.1%
Public Works														
Road Operations	17,968,877	20,475,524	25,623,997	5,148,473	25.1%	1,176,559	1,854,513	(1,589,085)	(3,443,597)	-185.7%	27,617,609	27,621,372	27,621,061	(311) 0.0%
Waste Management	33,510,607	37,225,405	36,560,354	(665,051)	-1.8%	7,046,861	4,412,510	5,002,289	589,780	13.4%	6,786,300	6,826,200	6,795,190	(31,010) -0.5%
Total Public Works	51,479,484	57,700,929	62,184,351	4,483,422	7.8%	8,223,420	6,267,022	3,413,205	(2,853,818)	-45.5%	34,403,909	34,447,572	34,416,251	(31,321) -0.1%
Finance														
Financial Planning & Budgets	4,563,447	4,913,863	5,030,472	116,609	2.4%	(4,320,513)	(4,336,763)	(4,450,372)	(113,609)	2.6%	40,000	-	-	- 0.0%
Financial, Purchasing & Payroll Services	5,187,150	5,295,407	5,433,952	138,545	2.6%	(4,867,661)	(5,190,857)	(5,303,102)	(112,245)	2.2%	-	-	-	- 0.0%
Information Technology	10,567,704	11,648,861	12,261,302	612,440	5.3%	(13,312,599)	(14,145,386)	(14,951,245)	(805,859)	5.7%	2,633,715	2,735,325	2,928,743	193,418 7.1%
Total Finance	\$ 20,318,302	\$ 21,858,131	\$ 22,725,726	\$ 867,595	4.0%	\$(22,500,773)	\$(23,673,006)	\$(24,704,719)	\$ (1,031,713)	4.4%	\$ 2,673,715	\$ 2,735,325	\$ 2,928,743	\$ 193,418 7.1%



Gross Expenditures & Revenues By Program

	Total Direct Costs				Other Expenditures				Capital Expenditures			
	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved
Office of the CAO												
Policy Integration & Communications	5,197,475	6,701,001	6,592,642	(108,358) -1.6%	(5,628,309)	(6,682,832)	(6,574,473)	108,358 -1.6%	-	-	-	-
Internal Audit	576,030	595,731	608,571	12,840 2.2%	(593,151)	(595,731)	(608,571)	(12,840) 2.2%	-	-	-	-
Business Planning & Corporate Initiatives	1,194,779	1,806,895	1,766,265	(40,630) -2.2%	(2,333,361)	(1,806,895)	(1,766,265)	40,630 -2.2%	104,000	-	-	-
Human Resources	3,812,809	5,158,108	5,776,931	618,823 12.0%	(4,292,419)	(5,158,108)	(5,776,931)	(618,823) 12.0%	-	-	-	-
Total Office of the CAO	10,781,093	14,261,735	14,744,410	482,675 3.4%	(12,847,240)	(14,243,566)	(14,726,241)	(482,675) 3.4%	104,000	-	-	-
Office of the Chair & Regional Council												
Office of the Chair	237,611	261,410	264,490	3,080 1.2%	(259,013)	(261,410)	(264,490)	(3,080) 1.2%	-	-	-	-
Regional Council	1,302,149	1,303,270	1,314,420	11,150 0.9%	(1,289,874)	(1,303,270)	(1,314,420)	(11,150) 0.9%	-	-	-	-
Total Office of the Chair & Regional Council	1,539,759	1,564,680	1,578,910	14,230 0.9%	(1,548,888)	(1,564,680)	(1,578,910)	(14,230) 0.9%	-	-	-	-
Boards & Agencies												
Conservation Authorities	8,382,873	8,803,109	9,262,611	459,502 5.2%	-	-	-	-	-	-	-	-
Royal Botanical Gardens	736,295	747,963	768,049	20,086 2.7%	-	-	-	-	-	-	-	-
Total Boards & Agencies	9,119,168	9,551,072	10,030,660	479,588 5.0%	-	-	-	-	-	-	-	-
Halton Regional Police Services												
Halton Region Police Services	134,801,607	141,244,106	146,755,978	5,511,872 3.9%	6,015,253	1,762,203	1,788,873	26,670 1.5%	6,136,334	6,755,740	6,955,740	200,000 3.0%
Non-Program Items & Financial Transactions												
Supplementary Tax Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Tax Policy Expenditures	308,409	298,000	298,000	- 0.0%	-	-	-	-	-	-	-	-
Assessment Services	8,510,195	8,656,100	8,783,900	127,800 1.5%	-	-	-	-	-	-	-	-
General Expenditures	1,305,963	4,667,655	5,347,655	680,000 14.6%	11,422,752	4,628,736	4,286,743	(341,993) -7.4%	15,771,541	20,486,195	20,522,384	36,189 0.2%
Net Interest Earnings	(28,310)	-	-	-	58,691,975	43,632,200	43,632,200	- 0.0%	-	-	-	-
Provincial Offences Act	-	-	-	-	-	-	-	-	-	-	-	-
Payments-in-Lieu of Taxes	-	-	-	-	-	-	-	-	-	-	-	-
Right-of-Way Taxes	-	-	-	-	-	-	-	-	-	-	-	-
Tax Write-Off Provision	3,858,080	4,415,000	4,415,000	- 0.0%	-	-	-	-	-	-	-	-
Total Non-Program Items & Financial Transactions	13,954,338	18,036,755	18,844,555	807,800 4.5%	70,114,728	48,260,936	47,918,943	(341,993) -0.7%	15,771,541	20,486,195	20,522,384	36,189 0.2%
Net Regional Tax Levy	\$498,125,223	\$535,269,387	\$560,537,816	\$ 25,268,429 4.7%	\$ 57,432,624	\$ 24,326,116	\$ 21,031,360	\$ (3,294,757) -13.5%	\$ 78,813,357	\$ 83,042,923	\$ 84,926,149	\$ 1,883,225 2.3%



Gross Expenditures & Revenues By Program

	Total Gross Expenditures				Total Revenue				Net Program Expenditures				
	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved	
Tax Supported Services													
Health Department													
Public Health Resources	\$ 4,472,493	\$ 4,597,426	\$ 4,803,883	\$ 206,457 4.5%	\$ (2,887,613)	\$ (2,597,728)	\$ (2,553,422)	\$ 44,306 -1.7%	\$ 1,584,880	\$ 1,999,698	\$ 2,250,461	\$ 250,763 12.5%	
Healthy Environments & Communicable Disease	12,343,235	12,205,678	12,467,762	262,084 2.1%	(8,054,749)	(7,388,219)	(7,276,217)	112,002 -1.5%	4,288,486	4,817,459	5,191,545	374,086 7.8%	
Healthy Families	13,092,508	13,488,133	13,751,805	263,672 2.0%	(8,504,245)	(7,920,007)	(7,806,010)	113,997 -1.4%	4,588,262	5,568,126	5,945,795	377,669 6.8%	
Clinical Health Services	10,800,669	10,386,585	10,709,893	323,308 3.1%	(5,976,555)	(6,324,520)	(6,597,349)	(272,829) 4.3%	4,824,114	4,062,065	4,112,544	50,479 1.2%	
Total Public Health	40,708,905	40,677,822	41,733,343	1,055,521 2.6%	(25,423,162)	(24,230,474)	(24,232,998)	(2,524) 0.0%	15,285,743	16,447,348	17,500,345	1,052,997 6.4%	
Paramedic Services	32,290,293	33,014,813	35,708,906	2,694,094 8.2%	(15,380,962)	(16,097,922)	(17,114,771)	(1,016,849) 6.3%	16,909,331	16,916,891	18,594,135	1,677,245 9.9%	
Total Health	72,999,198	73,692,635	77,442,249	3,749,615 5.1%	(40,804,124)	(40,328,396)	(41,347,769)	(1,019,373) 2.5%	32,195,074	33,364,239	36,094,480	2,730,242 8.2%	
Social & Community Services													
Children's Services	52,263,724	58,403,189	58,403,211	22 0.0%	(39,401,549)	(46,900,672)	(47,037,569)	(136,897) 0.3%	12,862,175	11,502,517	11,365,642	(136,875) -1.2%	
Employment & Social Services	28,730,739	28,251,719	29,338,945	1,087,226 3.8%	(21,767,807)	(21,237,069)	(22,782,362)	(1,545,293) 7.3%	6,962,933	7,014,650	6,556,583	(458,067) -6.5%	
Housing Services	47,711,685	49,477,668	56,461,594	6,983,927 14.1%	(12,708,321)	(13,596,020)	(19,347,805)	(5,751,785) 42.3%	35,003,364	35,881,648	37,113,790	1,232,142 3.4%	
Quality & Service Integration	4,947,201	5,725,399	6,334,470	609,071 10.6%	(2,054)	-	-	-	4,945,147	5,725,399	6,334,470	609,071 10.6%	
Services for Seniors	64,200,547	64,621,262	65,970,707	1,349,445 2.1%	(46,513,371)	(47,038,662)	(47,892,192)	(853,530) 1.8%	17,687,175	17,582,600	18,078,515	495,915 2.8%	
Total Social & Community Services	197,853,896	206,479,236	216,508,927	10,029,691 4.9%	(120,393,102)	(128,772,423)	(137,059,928)	(8,287,505) 6.4%	77,460,794	77,706,814	79,449,000	1,742,186 2.2%	
Legislative & Planning Services													
Planning Services	10,032,238	11,871,676	13,448,871	1,577,196 13.3%	(1,195,200)	(1,183,438)	(1,266,385)	(82,947) 7.0%	8,837,038	10,688,238	12,182,486	1,494,249 14.0%	
Asset Management	2,322,287	2,378,596	2,314,113	(64,483) -2.7%	(2,268,310)	(2,378,596)	(2,314,113)	64,483 -2.7%	53,976	-	-	-	
Economic Development	2,361,922	2,526,235	2,744,255	218,020 8.6%	(276,157)	(214,000)	(173,300)	40,700 -19.0%	2,085,764	2,312,235	2,570,955	258,720 11.2%	
Regional Clerk & Council Services	(162,880)	3,200	2,350	(850) -26.6%	(2,663)	(3,200)	(2,350)	850 -26.6%	(165,542)	-	-	-	
Legal Services	424,793	235,700	235,700	- 0.0%	(186,454)	(235,700)	(235,700)	- 0.0%	238,339	-	-	-	
Total Legislative & Planning Services	14,978,360	17,015,407	18,745,289	1,729,883 10.2%	(3,928,785)	(4,014,934)	(3,991,848)	23,086 -0.6%	11,049,575	13,000,473	14,753,441	1,752,969 13.5%	
Public Works													
Road Operations	46,763,045	49,951,409	51,655,974	1,704,564 3.4%	(483,970)	(343,400)	(365,250)	(21,850) 6.4%	46,279,075	49,608,009	51,290,724	1,682,714 3.4%	
Waste Management	47,343,768	48,464,114	48,357,833	(106,281) -0.2%	(7,807,831)	(7,122,903)	(6,954,213)	168,690 -2.4%	39,535,937	41,341,211	41,403,620	62,409 0.2%	
Total Public Works	94,106,813	98,415,523	100,013,807	1,598,283 1.6%	(8,291,801)	(7,466,303)	(7,319,463)	146,840 -2.0%	85,815,012	90,949,220	92,694,344	1,745,123 1.9%	
Finance													
Financial Planning & Budgets	282,934	577,100	580,100	3,000 0.5%	(302,910)	(577,100)	(580,100)	(3,000) 0.5%	(19,976)	-	-	-	
Financial, Purchasing & Payroll Services	319,489	104,550	130,850	26,300 25.2%	(218,962)	(104,550)	(130,850)	(26,300) 25.2%	100,527	-	-	-	
Information Technology	(111,179)	238,800	238,800	- 0.0%	(370,921)	(238,800)	(238,800)	- 0.0%	(482,100)	-	-	-	
Total Finance	\$ 491,244	\$ 920,450	\$ 949,750	\$ 29,300 3.2%	\$ (892,793)	\$ (920,450)	\$ (949,750)	\$ (29,300) 3.2%	\$ (401,549)	\$ -	\$ -	\$ -	



Gross Expenditures & Revenues By Program

	Total Gross Expenditures				Total Revenue				Net Program Expenditures			
	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved
Office of the CAO												
Policy Integration & Communications	(430,834)	18,169	18,169	- 0.0%	(9,991)	(18,169)	(18,169)	- 0.0%	(440,825)	-	-	-
Internal Audit	(17,121)	-	-	-	-	-	-	-	(17,121)	-	-	-
Business Planning & Corporate Initiatives	(1,034,582)	-	-	-	(1,379)	-	-	-	(1,035,961)	-	-	-
Human Resources	(479,610)	-	-	-	-	-	-	-	(479,610)	-	-	-
Total Office of the CAO	(1,962,148)	18,169	18,169	- 0.0%	(11,370)	(18,169)	(18,169)	- 0.0%	(1,973,518)	-	-	-
Office of the Chair & Regional Council												
Office of the Chair	(21,402)	-	-	-	-	-	-	-	(21,402)	-	-	-
Regional Council	12,274	-	-	-	(533)	-	-	-	11,741	-	-	-
Total Office of the Chair & Regional Council	(9,128)	-	-	-	(533)	-	-	-	(9,662)	-	-	-
Boards & Agencies												
Conservation Authorities	8,382,873	8,803,109	9,262,611	459,502 5.2%	-	-	-	-	8,382,873	8,803,109	9,262,611	459,502 5.2%
Royal Botanical Gardens	736,295	747,963	768,049	20,086 2.7%	-	-	-	-	736,295	747,963	768,049	20,086 2.7%
Total Boards & Agencies	9,119,168	9,551,072	10,030,660	479,588 5.0%	-	-	-	-	9,119,168	9,551,072	10,030,660	479,588 5.0%
Halton Regional Police Services												
Halton Region Police Services	146,953,194	149,762,049	155,500,591	5,738,542 3.8%	(12,145,493)	(10,047,349)	(10,560,561)	(513,212) 5.1%	134,807,701	139,714,700	144,940,030	5,225,330 3.7%
Non-Program Items & Financial Transactions												
Supplementary Tax Revenue	-	-	-	-	(7,875,577)	(7,600,000)	(7,600,000)	- 0.0%	(7,875,577)	(7,600,000)	(7,600,000)	- 0.0%
Tax Policy Expenditures	308,409	298,000	298,000	- 0.0%	-	-	-	-	308,409	298,000	298,000	- 0.0%
Assessment Services	8,510,195	8,656,100	8,783,900	127,800 1.5%	-	-	-	-	8,510,195	8,656,100	8,783,900	127,800 1.5%
General Expenditures	28,500,256	29,782,586	30,156,782	374,196 1.3%	(93,780)	(5,858,952)	(5,855,141)	3,812 -0.1%	28,406,476	23,923,634	24,301,641	378,007 1.6%
Net Interest Earnings	58,663,666	43,632,200	43,632,200	- 0.0%	(66,414,466)	(51,383,000)	(51,383,000)	- 0.0%	(7,750,800)	(7,750,800)	(7,750,800)	- 0.0%
Provincial Offences Act	-	-	-	-	(1,938,347)	(1,900,000)	(1,900,000)	- 0.0%	(1,938,347)	(1,900,000)	(1,900,000)	- 0.0%
Payments-in-Lieu of Taxes	-	-	-	-	(3,198,982)	(2,450,000)	(2,800,000)	(350,000) 14.3%	(3,198,982)	(2,450,000)	(2,800,000)	(350,000) 14.3%
Right-of-Way Taxes	-	-	-	-	(1,226,807)	(1,350,000)	(1,250,000)	100,000 -7.4%	(1,226,807)	(1,350,000)	(1,250,000)	100,000 -7.4%
Tax Write-Off Provision	3,858,080	4,415,000	4,415,000	- 0.0%	-	-	-	-	3,858,080	4,415,000	4,415,000	- 0.0%
Total Non-Program Items & Financial Transactions	99,840,606	86,783,886	87,285,882	501,996 0.6%	(80,747,959)	(70,541,952)	(70,788,141)	(246,189) 0.3%	19,092,647	16,241,934	16,497,741	255,807 1.6%
Net Regional Tax Levy	\$634,371,203	\$642,638,427	\$666,495,324	\$ 23,856,897 3.7%	\$ (267,215,960)	\$ (262,109,975)	\$ (272,035,628)	\$(9,925,653) 3.8%	\$367,155,243	\$380,528,451	\$394,459,696	\$ 13,931,244 3.7%



HALTON REGION

Budget and Business Plan **2017**

Health

Health Department

Departmental Summary

Net Dollars	2014		2015		2016		2017			Change		
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved			
Health Department												
Personnel Services	\$ 47,550,289	\$ 50,180,596	\$ 49,876,620	\$ 50,909,100	\$ 51,046,310	\$ 1,501,590	\$ 52,547,900	\$ 1,169,690	2.3%	\$ 2,671,280	5.4%	
Materials & Supplies	2,843,882	2,920,110	3,243,836	3,088,383	3,312,947	58,344	3,371,291	69,111	2.1%	127,455	3.9%	
Purchased Services	3,573,546	3,981,975	4,377,256	3,913,581	3,748,852	-	3,748,852	(628,404)	-14.4%	(628,404)	-14.4%	
Financial and Rent Expenses	592,265	609,740	638,750	621,150	651,500	-	651,500	12,750	2.0%	12,750	2.0%	
Grants & Assistance	198,204	223,959	215,600	118,770	227,194	-	227,194	11,594	5.4%	11,594	5.4%	
Total Direct Costs	54,758,187	57,916,381	58,352,062	58,650,984	58,986,803	1,559,934	60,546,737	634,741	1.1%	2,194,675	3.8%	
Allocated Charges / Recoveries	1,430,438	1,403,310	1,639,024	1,629,643	1,631,226	-	1,631,226	(7,798)	-0.5%	(7,798)	-0.5%	
Corporate Support	10,425,095	10,820,584	11,416,843	11,416,843	12,145,711	-	12,145,711	728,868	6.4%	728,868	6.4%	
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Transfer from Reserves - Operating	-	-	(594,600)	(594,600)	(80,070)	-	(80,070)	514,530	-86.5%	514,530	-86.5%	
Gross Operating Expenditures	66,613,719	70,140,275	70,813,329	71,102,871	72,683,670	1,559,934	74,243,604	1,870,341	2.6%	3,430,275	4.8%	
Transfer to Reserves - Capital	2,625,500	2,622,539	2,679,022	2,679,022	2,962,858	-	2,962,858	283,836	10.6%	283,836	10.6%	
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Debt Charges	367,434	236,384	200,283	158,336	235,787	-	235,787	35,504	17.7%	35,504	17.7%	
Capital Expenditures	2,992,934	2,858,923	2,879,305	2,837,358	3,198,645	-	3,198,645	319,340	11.1%	319,340	11.1%	
Total Gross Expenditures	69,606,653	72,999,198	73,692,635	73,940,229	75,882,315	1,559,934	77,442,249	2,189,681	3.0%	3,749,615	5.1%	
Subsidy Revenue	(38,937,972)	(40,200,070)	(40,093,366)	(40,087,943)	(40,496,190)	(693,219)	(41,189,409)	(402,824)	1.0%	(1,096,043)	2.7%	
Other Revenue	(760,404)	(604,055)	(235,030)	(282,047)	(158,360)	-	(158,360)	76,670	-32.6%	76,670	-32.6%	
Total Revenue	(39,698,377)	(40,804,124)	(40,328,396)	(40,369,990)	(40,654,550)	(693,219)	(41,347,769)	(326,154)	0.8%	(1,019,373)	2.5%	
Net Program Expenditures	\$ 29,908,276	\$ 32,195,074	\$ 33,364,239	\$ 33,570,239	\$ 35,227,765	\$ 866,715	\$ 36,094,480	\$ 1,863,527	5.6%	\$ 2,730,242	8.2%	

Health Department	2016		2017			Change	
	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Staff Complement (F.T.E.)							
Total	459.6		459.6	13.1	472.7	-	0.0%
							13.1
							2.9%



Public Health Resources

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Public Health Resources	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 2,328,473	\$ 2,886,305	\$ 2,482,800	\$ 2,392,700	\$ 2,895,420	\$ -	\$ 2,895,420	\$ 412,620	16.6%	\$ 412,620	16.6%
Materials & Supplies	149,752	152,533	165,174	149,340	172,487	-	172,487	7,313	4.4%	7,313	4.4%
Purchased Services	276,607	292,003	697,170	324,300	490,840	-	490,840	(206,330)	-29.6%	(206,330)	-29.6%
Financial and Rent Expenses	472,553	488,407	504,300	493,800	512,900	-	512,900	8,600	1.7%	8,600	1.7%
Grants & Assistance	5,857	14,690	14,700	14,900	14,700	-	14,700	-	0.0%	-	0.0%
Total Direct Costs	3,233,243	3,833,938	3,864,144	3,375,040	4,086,347	-	4,086,347	222,203	5.8%	222,203	5.8%
Allocated Charges / Recoveries	(161,368)	(159,435)	(115,456)	(92,722)	(140,138)	-	(140,138)	(24,682)	21.4%	(24,682)	21.4%
Corporate Support	405,961	683,990	848,738	760,271	857,674	-	857,674	8,936	1.1%	8,936	1.1%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	3,477,835	4,358,493	4,597,426	4,042,589	4,803,883	-	4,803,883	206,457	4.5%	206,457	4.5%
Transfer to Reserves - Capital	140,000	114,000	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	140,000	114,000	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	3,617,835	4,472,493	4,597,426	4,042,589	4,803,883	-	4,803,883	206,457	4.5%	206,457	4.5%
Subsidy Revenue	(2,154,982)	(2,874,113)	(2,585,728)	(2,625,756)	(2,541,422)	-	(2,541,422)	44,306	-1.7%	44,306	-1.7%
Other Revenue	(18,357)	(13,500)	(12,000)	(12,800)	(12,000)	-	(12,000)	-	0.0%	-	0.0%
Total Revenue	(2,173,339)	(2,887,613)	(2,597,728)	(2,638,556)	(2,553,422)	-	(2,553,422)	44,306	-1.7%	44,306	-1.7%
Net Program Expenditures	\$ 1,444,496	\$ 1,584,880	\$ 1,999,698	\$ 1,404,033	\$ 2,250,461	\$ -	\$ 2,250,461	\$ 250,763	12.5%	\$ 250,763	12.5%

Public Health Resources	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget	Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	21.0	21.0	22.0	-	22.0	1.0	4.8%



Budget Change Report

Public Health Resources	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 2,482,800	\$ 2,392,700	\$ 2,895,420	\$ -	\$ 2,895,420	\$ 412,620	16.6%	Increase includes budget reallocated for Associate Medical Officer of Health from purchased services and transfer of 1.0 FTE from Clinical Health Services
Materials & Supplies	165,174	149,340	172,487	-	172,487	7,313	4.4%	Increase for STATA and SPSS statistical software.
Purchased Services	697,170	324,300	490,840	-	490,840	(206,330)	-29.6%	Budget reallocated of AMOH budget to compensation and increased contract costs for Rapid Risk Factor Surveillance Survey (RRFSS)
Financial and Rent Expenses	504,300	493,800	512,900	-	512,900	8,600	1.7%	Increase in rent per lease agreements
Grants & Assistance	14,700	14,900	14,700	-	14,700	-	0.0%	
Total Direct Costs	3,864,144	3,375,040	4,086,347	-	4,086,347	222,203	5.8%	
Allocated Charges/Recoveries	(115,456)	(92,722)	(140,138)	-	(140,138)	(24,682)	21.4%	Decrease due to Advertising charge moved from Allocated charges to Corporate Support
Corporate Support	848,738	760,271	857,674	-	857,674	8,936	1.1%	Reflects increase in Advertising moved from Allocated charges
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	4,597,426	4,042,589	4,803,883	-	4,803,883	206,457	4.5%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	4,597,426	4,042,589	4,803,883	-	4,803,883	206,457	4.5%	
Subsidy Revenue	(2,585,728)	(2,625,756)	(2,541,422)	-	(2,541,422)	44,306	-1.7%	Decrease of \$343,600 (1.94%) in Mandatory Programs of which \$44,306 is attributable to this division (MO-36-16).
Other Revenue	(12,000)	(12,800)	(12,000)	-	(12,000)	-	0.0%	
Total Revenue	(2,597,728)	(2,638,556)	(2,553,422)	-	(2,553,422)	44,306	-1.7%	
Net Program Expenditures	\$ 1,999,698	\$ 1,404,033	\$ 2,250,461	\$ -	\$ 2,250,461	\$ 250,763	12.5%	

Healthy Environments & Communicable Disease

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Healthy Environments & Communicable Disease	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 8,596,656	\$ 7,975,059	\$ 8,105,530	\$ 7,962,300	\$ 8,267,340	\$ -	\$ 8,267,340	\$ 161,810	2.0%	\$ 161,810	2.0%
Materials & Supplies	493,224	413,045	395,485	374,340	386,385	-	386,385	(9,100)	-2.3%	(9,100)	-2.3%
Purchased Services	497,399	496,861	675,489	535,965	671,789	-	671,789	(3,700)	-0.5%	(3,700)	-0.5%
Financial and Rent Expenses	2,307	2,567	3,000	3,830	3,000	-	3,000	-	0.0%	-	0.0%
Grants & Assistance	1,836	2,139	-	1,980	1,500	-	1,500	1,500		1,500	
Total Direct Costs	9,591,421	8,889,671	9,179,504	8,878,415	9,330,014	-	9,330,014	150,510	1.6%	150,510	1.6%
Allocated Charges / Recoveries	(6,074)	(19,360)	71,693	72,634	58,370	-	58,370	(13,323)	-18.6%	(13,323)	-18.6%
Corporate Support	3,081,660	3,172,924	2,759,481	2,883,123	2,884,378	-	2,884,378	124,897	4.5%	124,897	4.5%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	12,667,007	12,043,235	12,010,678	11,834,172	12,272,762	-	12,272,762	262,084	2.2%	262,084	2.2%
Transfer to Reserves - Capital	375,000	300,000	195,000	195,000	195,000	-	195,000	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	375,000	300,000	195,000	195,000	195,000	-	195,000	-	0.0%	-	0.0%
Total Gross Expenditures	13,042,007	12,343,235	12,205,678	12,029,172	12,467,762	-	12,467,762	262,084	2.1%	262,084	2.1%
Subsidy Revenue	(9,094,531)	(7,844,587)	(7,331,819)	(7,393,070)	(7,219,317)	-	(7,219,317)	112,502	-1.5%	112,502	-1.5%
Other Revenue	(313,635)	(210,162)	(56,400)	(64,380)	(56,900)	-	(56,900)	(500)	0.9%	(500)	0.9%
Total Revenue	(9,408,165)	(8,054,749)	(7,388,219)	(7,457,450)	(7,276,217)	-	(7,276,217)	112,002	-1.5%	112,002	-1.5%
Net Program Expenditures	\$ 3,633,842	\$ 4,288,486	\$ 4,817,459	\$ 4,571,722	\$ 5,191,545	\$ -	\$ 5,191,545	\$ 374,086	7.8%	\$ 374,086	7.8%

Healthy Environments & Communicable Disease	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	76.2		76.0	-	76.0	(0.1)	-0.2%



Budget Change Report

Healthy Environments & Communicable Diseases	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 8,105,530	\$ 7,962,300	\$ 8,267,340	\$ -	\$ 8,267,340	\$ 161,810	2.0%	
Materials & Supplies	395,485	374,340	386,385	-	386,385	(9,100)	-2.3%	Decrease in travel and technology requirements partially offset by increase in equipment and emergency preparedness supplies
Purchased Services	675,489	535,965	671,789	-	671,789	(3,700)	-0.5%	Decrease in Smoke Free Ontario (SFO) Enforcement budget to match spending.
Financial and Rent Expenses	3,000	3,830	3,000	-	3,000	-	0.0%	
Grants & Assistance	-	1,980	1,500	-	1,500	1,500	0.0%	
Total Direct Costs	9,179,504	8,878,415	9,330,014	-	9,330,014	150,510	1.6%	
Allocated Charges/Recoveries	71,693	72,634	58,370	-	58,370	(13,323)	-18.6%	Decrease due to Advertising charge moved from Allocated charges to Corporate Support
Corporate Support	2,759,481	2,883,123	2,884,378	-	2,884,378	124,897	4.5%	Reflects increase in Advertising moved from Allocated charges, HR costs, PC charge due to higher PC requirements and Access Halton call volume
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	12,010,678	11,834,172	12,272,762	-	12,272,762	262,084	2.2%	
Transfer to Reserves - Capital	195,000	195,000	195,000	-	195,000	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	195,000	195,000	195,000	-	195,000	-	0.0%	
Total Gross Expenditures	12,205,678	12,029,172	12,467,762	-	12,467,762	262,084	2.1%	
Subsidy Revenue	(7,331,819)	(7,393,070)	(7,219,317)	-	(7,219,317)	112,502	-1.5%	Decrease of \$343,600 (1.94%) in Mandatory Programs of which \$111,436 is attributable to this division (MO-36-16), and \$10,166 decrease in subsidy in SFO Enforcement to match budgeted spending level. This is slightly offset by the increase of (\$9,100) in Vector Borne Diseases to match the 2016 funding letter (MO-36-16).
Other Revenue	(56,400)	(64,380)	(56,900)	-	(56,900)	(500)	0.9%	
Total Revenue	(7,388,219)	(7,457,450)	(7,276,217)	-	(7,276,217)	112,002	-1.5%	
Net Program Expenditures	\$ 4,817,459	\$ 4,571,722	\$ 5,191,545	\$ -	\$ 5,191,545	\$ 374,086	7.8%	

Healthy Families

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Healthy Families	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 9,236,349	\$ 9,742,772	\$ 9,672,370	\$ 9,688,900	\$ 9,780,590	\$ -	\$ 9,780,590	\$ 108,220	1.1%	\$ 108,220	1.1%
Materials & Supplies	256,210	247,164	277,632	257,240	265,342	-	265,342	(12,290)	-4.4%	(12,290)	-4.4%
Purchased Services	267,412	303,560	309,210	293,688	310,048	-	310,048	838	0.3%	838	0.3%
Financial and Rent Expenses	-	348	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	52,111	68,730	70,500	67,290	80,594	-	80,594	10,094	14.3%	10,094	14.3%
Total Direct Costs	9,812,081	10,362,575	10,329,712	10,307,118	10,436,574	-	10,436,574	106,862	1.0%	106,862	1.0%
Allocated Charges / Recoveries	(47,335)	(68,251)	112,641	117,324	67,214	-	67,214	(45,427)	-40.3%	(45,427)	-40.3%
Corporate Support	2,818,444	2,798,184	3,045,780	3,053,126	3,248,017	-	3,248,017	202,237	6.6%	202,237	6.6%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	12,583,191	13,092,508	13,488,133	13,477,568	13,751,805	-	13,751,805	263,672	2.0%	263,672	2.0%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	12,583,191	13,092,508	13,488,133	13,477,568	13,751,805	-	13,751,805	263,672	2.0%	263,672	2.0%
Subsidy Revenue	(7,749,654)	(8,499,048)	(7,920,007)	(7,944,285)	(7,806,010)	-	(7,806,010)	113,997	-1.4%	113,997	-1.4%
Other Revenue	(7,986)	(5,198)	-	(2,700)	-	-	-	-	0.0%	-	0.0%
Total Revenue	(7,757,640)	(8,504,245)	(7,920,007)	(7,946,985)	(7,806,010)	-	(7,806,010)	113,997	-1.4%	113,997	-1.4%
Net Program Expenditures	\$ 4,825,551	\$ 4,588,262	\$ 5,568,126	\$ 5,530,583	\$ 5,945,795	\$ -	\$ 5,945,795	\$ 377,669	6.8%	\$ 377,669	6.8%

Healthy Families	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	95.4		94.4	-	94.4	(0.9)	-1.0%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Healthy Families								
Personnel Services	\$ 9,672,370	\$ 9,688,900	\$ 9,780,590	\$ -	\$ 9,780,590	\$ 108,220	1.1%	1.0 FTE transferred to Clinical Health Services.
Materials & Supplies	277,632	257,240	265,342	-	265,342	(12,290)	-4.4%	Decrease due to realignment of costs within Canada Prenatal Nutrition Program (CPNP) to match spending plan and program direction. (Budgets moved to Grants and Assistance below).
Purchased Services	309,210	293,688	310,048	-	310,048	838	0.3%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	70,500	67,290	80,594	-	80,594	10,094	14.3%	Realignment of CPNP costs to reflect a higher emphasis on direct client spending. (Budgets reallocated from Material & Supplies)
Total Direct Costs	10,329,712	10,307,118	10,436,574	-	10,436,574	106,862	1.0%	
Allocated Charges/Recoveries	112,641	117,324	67,214	-	67,214	(45,427)	-40.3%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	3,045,780	3,053,126	3,248,017	-	3,248,017	202,237	6.6%	Reflects increase in Advertising and Photocopy moved from Allocated charges, HR costs, PC charge due to higher PC requirements
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	13,488,133	13,477,568	13,751,805	-	13,751,805	263,672	2.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	13,488,133	13,477,568	13,751,805	-	13,751,805	263,672	2.0%	
Subsidy Revenue	(7,920,007)	(7,944,285)	(7,806,010)	-	(7,806,010)	113,997	-1.4%	Decrease of \$343,600 (1.94%) in Mandatory Programs of which \$113,997 is attributable to this division (MO-36-16).
Other Revenue	-	(2,700)	-	-	-	-	0.0%	
Total Revenue	(7,920,007)	(7,946,985)	(7,806,010)	-	(7,806,010)	113,997	-1.4%	
Net Program Expenditures	\$ 5,568,126	\$ 5,530,583	\$ 5,945,795	\$ -	\$ 5,945,795	\$ 377,669	6.8%	

Clinical Health Services

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change			
Clinical Health Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved			
Personnel Services	\$ 6,099,128	\$ 6,713,607	\$ 6,911,490	\$ 7,242,000	\$ 6,944,710	\$ 85,000	\$ 7,029,710	\$ 33,220	0.5%	\$ 118,220	1.7%		
Materials & Supplies	264,146	302,902	373,569	407,566	422,408	-	422,408	48,839	13.1%	48,839	13.1%		
Purchased Services	1,658,220	1,833,513	964,240	1,253,192	1,063,088	-	1,063,088	98,848	10.3%	98,848	10.3%		
Financial and Rent Expenses	16,861	19,663	22,700	19,670	25,300	-	25,300	2,600	11.5%	2,600	11.5%		
Grants & Assistance	138,400	138,400	130,400	34,600	130,400	-	130,400	-	0.0%	-	0.0%		
Total Direct Costs	8,176,755	9,008,084	8,402,399	8,957,028	8,585,906	85,000	8,670,906	183,507	2.2%	268,507	3.2%		
Allocated Charges / Recoveries	319,893	330,030	100,353	99,524	66,461	-	66,461	(33,892)	-33.8%	(33,892)	-33.8%		
Corporate Support	1,328,794	1,455,555	1,876,833	1,834,312	2,015,526	-	2,015,526	138,693	7.4%	138,693	7.4%		
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer from Reserves - Operating	-	-	-	-	(50,000)	-	(50,000)	(50,000)		(50,000)			
Gross Operating Expenditures	9,825,442	10,793,669	10,379,585	10,890,864	10,617,893	85,000	10,702,893	238,308	2.3%	323,308	3.1%		
Transfer to Reserves - Capital	7,000	7,000	7,000	7,000	7,000	-	7,000	-	0.0%	-	0.0%		
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Capital Expenditures	7,000	7,000	7,000	7,000	7,000	-	7,000	-	0.0%	-	0.0%		
Total Gross Expenditures	9,832,442	10,800,669	10,386,585	10,897,864	10,624,893	85,000	10,709,893	238,308	2.3%	323,308	3.1%		
Subsidy Revenue	(5,628,896)	(5,835,540)	(6,168,450)	(6,351,244)	(6,518,749)	-	(6,518,749)	(350,299)	5.7%	(350,299)	5.7%		
Other Revenue	(145,970)	(141,015)	(156,070)	(143,610)	(78,600)	-	(78,600)	77,470	-49.6%	77,470	-49.6%		
Total Revenue	(5,774,866)	(5,976,555)	(6,324,520)	(6,494,854)	(6,597,349)	-	(6,597,349)	(272,829)	4.3%	(272,829)	4.3%		
Net Program Expenditures	\$ 4,057,577	\$ 4,824,114	\$ 4,062,065	\$ 4,403,010	\$ 4,027,544	\$ 85,000	\$ 4,112,544	\$ (34,521)	-0.8%	\$ 50,479	1.2%		

Clinical Health Services	2016		2017			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Total	71.9		72.0	-	72.0	0.1	0.1%	0.1	0.1%



Budget Change Report

Clinical Health Services	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 6,911,490	\$ 7,242,000	\$ 6,944,710	\$ 85,000	\$ 7,029,710	\$ 118,220	1.7%	1.0 FTE moved to Public Health Resources and 1.0 FTE moved from Healthy Families. Includes \$85,000 for funding the casual pool of registered nurses proposed through the Strategic Investment.
Materials & Supplies	373,569	407,566	422,408	-	422,408	48,839	13.1%	\$50,000 increase for a one-time equipment cost (secure filing cabinets) funded from tax stabilization reserves. Increase in demand for contraceptives and non-publically funded Human Papilloma Vaccine offset by decrease in technology requirements, other vaccine, telephone and oral contraceptive costs
Purchased Services	964,240	1,253,192	1,063,088	-	1,063,088	98,848	10.3%	Increase in subsidy funded psychiatry services (sessionals) and health promotion supplies needed for the HSO program.
Financial and Rent Expenses	22,700	19,670	25,300	-	25,300	2,600	11.5%	Increase in rent as per lease agreement
Grants & Assistance	130,400	34,600	130,400	-	130,400	-	0.0%	
Total Direct Costs	8,402,399	8,957,028	8,585,906	85,000	8,670,906	268,507	3.2%	
Allocated Charges/Recoveries	100,353	99,524	66,461	-	66,461	(33,892)	-33.8%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	1,876,833	1,834,312	2,015,526	-	2,015,526	138,693	7.4%	Reflects increase in Advertising and Photocopy moved from Allocated charges, Access Halton call volume and increase in 2 FTE (2016 Budget changes) resulting in increase in HR, Payroll, PC and Phone charges
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	(50,000)	-	(50,000)	(50,000)	100.0%	One-time transfer from the tax stabilization reserve to finance the secure filing cabinets budgeted under materials and supplies
Gross Operating Expenditures	10,379,585	10,890,864	10,617,893	85,000	10,702,893	323,308	3.1%	
Transfer to Reserves - Capital	7,000	7,000	7,000	-	7,000	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	7,000	7,000	7,000	-	7,000	-	0.0%	
Total Gross Expenditures	10,386,585	10,897,864	10,624,893	85,000	10,709,893	323,308	3.1%	
Subsidy Revenue	(6,168,450)	(6,351,244)	(6,518,749)	-	(6,518,749)	(350,299)	5.7%	(\$422,048) increase in HSO base subsidy reflects the new HSO model and (\$24,187) in Local Health Integration Network (LHIN) funding is for psychiatry services (sessionals). This is partially offset by \$73,861 resulting from (MO-36-16), and \$22,075 decrease in vaccine subsidies adjusted to match 2015 demand
Other Revenue	(156,070)	(143,610)	(78,600)	-	(78,600)	77,470	-49.6%	Removal of revenue resulting from (MO-22-16)
Total Revenue	(6,324,520)	(6,494,854)	(6,597,349)	-	(6,597,349)	(272,829)	4.3%	
Net Program Expenditures	\$ 4,062,065	\$ 4,403,010	\$ 4,027,544	\$ 85,000	\$ 4,112,544	\$ 50,479	1.2%	



Strategic Investment

Immunization Services - Additional Nursing Hours

Funding Source	Tax
-----------------------	-----

Program Details	
Department	Health
Division	Clinical Health Services
Program	Immunization Services
Cost Centre	422500

Complement Details	
Position Title	
FTE Impact	N/A
Personnel Group	

Funding Impact		
Operating	2017 Impact	2018 Impact
Personnel Services	\$ 85,000	\$ 85,000
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	85,000	85,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	85,000	85,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 85,000	\$ 85,000

Business Case

Recommendation:

Approve increased funding for the casual pool of registered nurses who provide immunizations for children and youth in the school based program.

Need:

Halton's growing child and youth population means that more children than ever are in need of immunizations. The enforcement of the *Immunization of School Pupils Act (ISPA)* in 2015/2016 required an increase of over 1,500 nursing hours to provide school and community immunization clinics compared to the previous year. Future years are expected to require even more support since the pilot program only included the 16/17 year old group. The immunization team will be doubling the target group when fully implementing the program which will include 7/8 year olds in addition to the 16/17 year olds. The increased costs related to enforcement of ISPA has been managed to date through one-time funding approvals from the Ministry of Health and Long-Term Care (MOHLTC) and positive variances. This is not a reliable strategy to support an ongoing base budget pressure.

The nursing hours of Halton's existing casual pool of nurses will be increased with this funding. The enforcement of ISPA is a step in the right direction to keeping Halton's youth healthy by helping to protect them from vaccine preventable diseases.

There is no subsidy budgeted given the Provincial direction to freeze Halton's Public Health subsidy. This will be reviewed in future years as immunization is a core service.

Implications:

Without the additional nursing hours to provide clinical support for immunizations, only a minimal number of school ISPA clinics could be provided. Enhanced access to community clinics reduced the number of suspended students significantly during the pilot phase. Fewer clinics would be made available to the community resulting in as many as several hundreds of children being suspended from school due to limited access to services.

Alternatives:

Hire temporary staffing within the current budget with the understanding that a positive variance or one-time funding from the MOHLTC may not be available to offset the costs. This is not a sustainable financial model given the increases in the program.

Reference:

Health Department Memorandums March 7, 2016 re School and Community Based Immunization Clinic Services and May 10, 2016 Report No. MO-12-16 (re: "Enforcement of the Immunization of School Pupils Act 2015-2016 and Future Planning").

Paramedic Services

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Paramedic Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 21,289,684	\$ 22,862,853	\$ 22,704,430	\$ 23,623,200	\$ 23,158,250	\$ 1,416,590	\$ 24,574,840	\$ 453,820	2.0%	\$ 1,870,410	8.2%
Materials & Supplies	1,680,550	1,804,464	2,031,976	1,899,897	2,066,325	58,344	2,124,669	34,349	1.7%	92,693	4.6%
Purchased Services	873,908	1,056,038	1,731,147	1,506,436	1,213,087	-	1,213,087	(518,060)	-29.9%	(518,060)	-29.9%
Financial and Rent Expenses	100,544	98,756	108,750	103,850	110,300	-	110,300	1,550	1.4%	1,550	1.4%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	23,944,686	25,822,112	26,576,303	27,133,383	26,547,962	1,474,934	28,022,896	(28,341)	-0.1%	1,446,593	5.4%
Allocated Charges / Recoveries	1,325,322	1,320,326	1,469,793	1,432,883	1,579,319	-	1,579,319	109,526	7.5%	109,526	7.5%
Corporate Support	2,790,236	2,709,932	2,886,011	2,886,011	3,140,116	-	3,140,116	254,105	8.8%	254,105	8.8%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	(594,600)	(594,600)	(30,070)	-	(30,070)	564,530	-94.9%	564,530	-94.9%
Gross Operating Expenditures	28,060,244	29,852,370	30,337,507	30,857,678	31,237,327	1,474,934	32,712,261	899,820	3.0%	2,374,754	7.8%
Transfer to Reserves - Capital	2,103,500	2,201,539	2,477,022	2,477,022	2,760,858	-	2,760,858	283,836	11.5%	283,836	11.5%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	367,434	236,384	200,283	158,336	235,787	-	235,787	35,504	17.7%	35,504	17.7%
Capital Expenditures	2,470,934	2,437,923	2,677,305	2,635,358	2,996,645	-	2,996,645	319,340	11.9%	319,340	11.9%
Total Gross Expenditures	30,531,178	32,290,293	33,014,813	33,493,036	34,233,972	1,474,934	35,708,906	1,219,160	3.7%	2,694,094	8.2%
Subsidy Revenue	(14,309,911)	(15,146,782)	(16,087,362)	(15,773,588)	(16,410,692)	(693,219)	(17,103,911)	(323,330)	2.0%	(1,016,549)	6.3%
Other Revenue	(274,456)	(234,180)	(10,560)	(58,557)	(10,860)	-	(10,860)	(300)	2.8%	(300)	2.8%
Total Revenue	(14,584,367)	(15,380,962)	(16,097,922)	(15,832,145)	(16,421,552)	(693,219)	(17,114,771)	(323,630)	2.0%	(1,016,849)	6.3%
Net Program Expenditures	\$ 15,946,811	\$ 16,909,331	\$ 16,916,891	\$ 17,660,891	\$ 17,812,420	\$ 781,715	\$ 18,594,135	\$ 895,530	5.3%	\$ 1,677,245	9.9%

Paramedic Services	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	195.2		195.2	13.1	208.3	-	13.1 6.7%



Budget Change Report

Paramedic Services	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 22,704,430	\$ 23,623,200	\$ 23,158,250	\$ 1,416,590	\$ 24,574,840	\$ 1,870,410	8.2%	Increase includes 11.6 FTE Paramedics and 1.5 FTE Logistics Officers proposed through Strategic Investments.
Materials & Supplies	2,031,976	1,899,897	2,066,325	58,344	2,124,669	92,693	4.6%	Increase in oxygen and medical supplies due to call volume, and an increase health promotion supplies (for teddy bears). Includes costs of uniforms for complement proposed through the Strategic Investments.
Purchased Services	1,731,147	1,506,436	1,213,087	-	1,213,087	(518,060)	-29.9%	Decrease in Dedicated Offload Nursing (DON) initiative for the Regional tax supported funding portion. Partially offset by increased training (mostly ACP tuition) and linen costs due to call volume
Financial and Rent Expenses	108,750	103,850	110,300	-	110,300	1,550	1.4%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	26,576,303	27,133,383	26,547,962	1,474,934	28,022,896	1,446,593	5.4%	
Allocated Charges/Recoveries	1,469,793	1,432,883	1,579,319	-	1,579,319	109,526	7.5%	Increase mainly due to new scheduling software and paramedic station state-of-good repair costs
Corporate Support	2,886,011	2,886,011	3,140,116	-	3,140,116	254,105	8.8%	Reflects increase for 5.8 FTEs (2016 SIF) resulting in increase in HR, Payroll, PC and Phone charges
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	(594,600)	(594,600)	(30,070)	-	(30,070)	564,530	-94.9%	Decrease in one-time funding from the tax stabilization reserve to finance the DON initiative.
Gross Operating Expenditures	30,337,507	30,857,677	31,237,327	1,474,934	32,712,261	2,374,754	7.8%	
Transfer to Reserves - Capital	2,477,022	2,477,022	2,760,858	-	2,760,858	283,836	11.5%	Increase driven by capital financing for power stretchers and to support new and replacement vehicle purchases.
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	200,283	158,336	235,787	-	235,787	35,504	17.7%	Increase due to debt issued in 2016 for Southwest Oakville Paramedic Station
Capital Expenditures	2,677,305	2,635,358	2,996,645	-	2,996,645	319,340	11.9%	
Total Gross Expenditures	33,014,812	33,493,035	34,233,972	1,474,934	35,708,906	2,694,094	8.2%	
Subsidy Revenue	(16,087,362)	(15,773,588)	(16,410,692)	(693,219)	(17,103,911)	(1,016,549)	6.3%	Increase in provincial subsidy of \$323,330 to support program growth based on the Ministry funding formula for 2017 and \$693,219 to support the proposed Strategic Investments (11.6 FTE paramedics and 1.5 FTE Logistics Officers).
Other Revenue	(10,560)	(58,557)	(10,860)	-	(10,860)	(300)	2.8%	
Total Revenue	(16,097,922)	(15,832,145)	(16,421,552)	(693,219)	(17,114,771)	(1,016,849)	6.3%	
Net Program Expenditures	\$ 16,916,890	\$ 17,660,890	\$ 17,812,420	\$ 781,715	\$ 18,594,135	\$ 1,677,245	9.9%	

Strategic Investment

Paramedic Services - Paramedics

Funding Source

Tax

Program Details

Department	Health
Division	Paramedic Services
Program	Operations
Cost Centre	440300

Complement Details

Position Title	Paramedic
FTE Impact	11.6
Personnel Group	OPSEU (EMS)

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 1,287,880	\$ 1,287,880
Materials & Supplies	47,640	7,200
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	1,335,520	1,295,080
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	1,335,520	1,295,080
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(627,694)	(608,688)
Non-Subsidy Revenue	-	-
Total Revenue	(627,694)	(608,688)
Net Program Expenditures	\$ 707,826	\$ 686,392

Business Case

Recommendation:

Approve 11.6 permanent FTE for Paramedics (5.8 FTE Advanced Care Paramedics and 5.8 FTE Primary Care Paramedics) to provide additional 24-hours per day, 7-days a week staffing for the new East Milton station to address pressures related to increasing call volume (growth) and to maintain response times.

Need:

This additional staffing is intended to provide 24/7 ambulance service at the new East Milton station planned in 2017 to address system pressures related to increasing call volume, maintenance of response times to emergency calls, population and employment growth, an ageing population, hospital off load delays, paramedic workload (including missed meal breaks) and other pressures. This recommendation is based on a review of call volume, the Paramedic Services Division's lack of resources to address surge capacity during periods of high demand, and recommendations contained in the approved Report No. MO-14-15 (re: "Paramedic Services 10-year Master Plan"). Call volume in 2015 increased by 5.5% and staff anticipate a further increase of 8% in 2016 and 5% in 2017.

One new ambulance vehicle will be also provided through the 2017 Capital Budget for the new East Milton station. The cost of the additional paramedics are expected to be offset by \$628,000 in additional subsidy for a net tax impact of \$708,000. Until the new East Milton station is operational, the 24/7 ambulance vehicle will be deployed by the provincial communications centre to all areas of the Region as required as a component of the Paramedic Services Division's comprehensive deployment strategy.

Implications:

Upon the completion of construction in 2017, the new East Milton station will not have dedicated staffing 24/7 if this strategic investment for an additional 11.6 Paramedics is not approved. The Paramedic Services Division's ability to meet surge capacity situations and maintain response times will be limited. Paramedic workload will increase, including the potential for an impact on the Division's ability to provide paramedics with their legislated meal breaks.

Alternatives:

Limit staffing at the new East Milton station to 12/7 which would require 5.8 FTE. This, however, would not address pressures related to surge capacity and response times.

Reference:

Report No. MO-14-15 (re: "Paramedic Services 10-year Master Plan").

Strategic Investment

Paramedic Services - Logistics Officers

Funding Source

Tax

Program Details

Department	Health
Division	Paramedic Services
Program	Logistics
Cost Centre	440050

Complement Details

Position Title	Logistics Officers
FTE Impact	1.5
Personnel Group	OCT/MMSG

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 128,710	\$ 128,710
Materials & Supplies	5,704	1,664
Purchased Services	5,000	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	139,414	130,374
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	139,414	130,374
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(65,525)	(61,276)
Non-Subsidy Revenue	-	-
Total Revenue	(65,525)	(61,276)
Net Program Expenditures	\$ 73,889	\$ 69,098

Business Case

Recommendation:

Approve 1.5 permanent FTE for Paramedic Services Logistics Officers to provide increased capacity associated with growth within the Paramedic Services logistics program.

Need:

The logistics program is responsible for the procurement, warehousing, tracking and distribution of over 4,000 items required to support operations at Halton's 12 paramedic response stations. This includes medications, medical supplies, medical equipment, oxygen, linen, uniforms and vehicles. The program is also responsible for minor station and vehicle related repairs and preventative maintenance of patient and medical equipment.

A third logistics officer position was approved in 2008. Since that time, paramedic call volume has increased by over 40% with a corresponding increase in the amount of medication, supplies, equipment etc. being managed in logistics.

The program is currently staffed with three logistics officers working Monday to Friday during regular core hours. These additional FTE will allow the logistics program to extend staffing to evenings and weekends to better support 24/7 operations. Pressures in the logistics program were highlighted in Report No. MO-14-15 (re: "Paramedic Services 10-year Master Plan"). The cost of the additional paramedic staff is expected to be offset by \$139,000 of additional subsidy for a net tax impact of \$74,000.

Implications:

Additional resources are required to address pressures related to growth and to ensure the continuity of operations. The high volume of work in the logistics program has resulted in the program relying on support from summer students, high school co-op students and paramedics on modified duties due to injuries to complete core functions which are key to meeting standards.

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, risk of turnover and it does not meet the needs of the service.

Reference:

Report No. MO-14-15 (re: "Paramedic Services 10-year Master Plan").

HALTON REGION

Budget and Business Plan **2017**

Social & Community Services

Social & Community Services Department

Departmental Summary

Net Dollars	2014		2015		2016		2017			Change	
Social & Community Services Department	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 64,825,944	\$ 63,742,353	\$ 63,539,940	\$ 65,014,040	\$ 64,611,780	\$ 141,560	\$ 64,753,340	\$ 1,071,840	1.7%	\$ 1,213,400	1.9%
Materials & Supplies	4,637,300	4,525,355	4,740,382	4,765,542	4,900,675	-	4,900,675	160,293	3.4%	160,293	3.4%
Purchased Services	23,406,462	24,693,138	28,485,277	27,951,372	29,509,910	-	29,509,910	1,024,633	3.6%	1,024,633	3.6%
Financial and Rent Expenses	681,730	706,538	703,915	711,110	721,990	-	721,990	18,075	2.6%	18,075	2.6%
Grants & Assistance	64,829,694	73,798,126	82,401,701	84,155,327	87,858,127	1,373,715	89,231,842	5,456,427	6.6%	6,830,142	8.3%
Total Direct Costs	158,381,129	167,465,510	179,871,215	182,597,391	187,602,482	1,515,275	189,117,757	7,731,268	4.3%	9,246,543	5.1%
Allocated Charges / Recoveries	5,349,641	5,536,877	5,701,240	5,359,240	5,918,592	-	5,918,592	217,352	3.8%	217,352	3.8%
Corporate Support	11,536,336	11,359,528	12,111,959	12,111,959	12,579,255	-	12,579,255	467,296	3.9%	467,296	3.9%
Transfers to Reserves-Operating	1,558,287	1,974,432	2,173,500	294,000	2,211,000	-	2,211,000	37,500	1.7%	37,500	1.7%
Transfer from Reserves - Operating	(1,207,734)	(721,500)	(3,560,000)	(3,560,000)	(3,549,000)	-	(3,549,000)	11,000	-0.3%	11,000	-0.3%
Gross Operating Expenditures	175,617,659	185,614,847	196,297,913	196,802,590	204,762,329	1,515,275	206,277,604	8,464,416	4.3%	9,979,691	5.1%
Transfer to Reserves - Capital	14,466,176	12,239,049	10,181,323	11,643,323	10,231,323	-	10,231,323	50,000	0.5%	50,000	0.5%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	14,466,176	12,239,049	10,181,323	11,643,323	10,231,323	-	10,231,323	50,000	0.5%	50,000	0.5%
Total Gross Expenditures	190,083,835	197,853,896	206,479,236	208,445,913	214,993,652	1,515,275	216,508,927	8,514,416	4.1%	10,029,691	4.9%
Subsidy Revenue	(94,675,889)	(102,489,676)	(111,807,149)	(113,160,225)	(119,768,155)	-	(119,768,155)	(7,961,006)	7.1%	(7,961,006)	7.1%
Other Revenue	(19,852,733)	(17,903,426)	(16,965,274)	(17,363,874)	(17,291,773)	-	(17,291,773)	(326,499)	1.9%	(326,499)	1.9%
Total Revenue	(114,528,621)	(120,393,102)	(128,772,423)	(130,524,099)	(137,059,928)	-	(137,059,928)	(8,287,505)	6.4%	(8,287,505)	6.4%
Net Program Expenditures	\$ 75,555,214	\$ 77,460,794	\$ 77,706,814	\$ 77,921,814	\$ 77,933,725	\$ 1,515,275	\$ 79,449,000	\$ 226,911	0.3%	\$ 1,742,186	2.2%

Social & Community Services Department	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	741.5		741.5	2.0	743.5	-	0.3%



Children's Services

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Children's Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 9,307,665	\$ 9,481,120	\$ 10,173,430	\$ 10,034,430	\$ 10,288,170	\$ -	\$ 10,288,170	\$ 114,740	1.1%	\$ 114,740	1.1%
Materials & Supplies	369,002	367,649	401,905	401,505	435,047	-	435,047	33,142	8.2%	33,142	8.2%
Purchased Services	17,250,464	17,760,196	18,685,213	18,479,613	18,793,812	-	18,793,812	108,599	0.6%	108,599	0.6%
Financial and Rent Expenses	256,900	264,842	267,443	267,443	271,443	-	271,443	4,000	1.5%	4,000	1.5%
Grants & Assistance	15,095,678	20,242,175	26,398,799	25,734,799	25,842,363	85,000	25,927,363	(556,436)	-2.1%	(471,436)	-1.8%
Total Direct Costs	42,279,709	48,115,982	55,926,790	54,917,790	55,630,835	85,000	55,715,835	(295,955)	-0.5%	(210,955)	-0.4%
Allocated Charges / Recoveries	154,329	227,052	245,392	245,392	244,275	-	244,275	(1,117)	-0.5%	(1,117)	-0.5%
Corporate Support	2,107,422	2,120,729	2,256,007	2,256,007	2,428,101	-	2,428,101	172,094	7.6%	172,094	7.6%
Transfers to Reserves-Operating	1,939,159	1,849,960	25,000	555,000	25,000	-	25,000	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(1,083,003)	(100,000)	(100,000)	(100,000)	(60,000)	-	(60,000)	40,000	-40.0%	40,000	-40.0%
Gross Operating Expenditures	45,397,616	52,213,724	58,353,189	57,874,189	58,268,211	85,000	58,353,211	(84,978)	-0.1%	22	0.0%
Transfer to Reserves - Capital	50,000	50,000	50,000	50,000	50,000	-	50,000	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	50,000	50,000	50,000	50,000	50,000	-	50,000	-	0.0%	-	0.0%
Total Gross Expenditures	45,447,616	52,263,724	58,403,189	57,924,189	58,318,211	85,000	58,403,211	(84,978)	-0.1%	22	0.0%
Subsidy Revenue	(31,752,627)	(38,319,795)	(46,155,072)	(45,321,072)	(46,221,269)	-	(46,221,269)	(66,197)	0.1%	(66,197)	0.1%
Other Revenue	(964,012)	(1,081,754)	(745,600)	(1,100,600)	(816,300)	-	(816,300)	(70,700)	9.5%	(70,700)	9.5%
Total Revenue	(32,716,639)	(39,401,549)	(46,900,672)	(46,421,672)	(47,037,569)	-	(47,037,569)	(136,897)	0.3%	(136,897)	0.3%
Net Program Expenditures	\$ 12,730,977	\$ 12,862,175	\$ 11,502,517	\$ 11,502,517	\$ 11,280,642	\$ 85,000	\$ 11,365,642	\$ (221,875)	-1.9%	\$ (136,875)	-1.2%

Children's Services	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	105.2		105.2	-	105.2	-	0.0%



Budget Change Report

Children's Services	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 10,173,430	\$ 10,034,430	\$ 10,288,170	\$ -	\$ 10,288,170	\$ 114,740	1.1%	
Materials & Supplies	401,905	401,505	435,047	-	435,047	33,142	8.2%	Increase due to 2017 IT requests for \$17,450, increase in travel for \$10,428 plus inflationary increases at the Regional Child Care Centres for \$4,931.
Purchased Services	18,685,213	18,479,613	18,793,812	-	18,793,812	108,599	0.6%	Increases driven by a new one-time service planning investment for Ontario Early Years Child and Family Centres (OEYCFC) for \$131,579, additional Fee Subsidy reallocated from Special Needs budget for \$99,448 and inflationary increases at the Regional Child Care Centres for \$5,000 offset by one-time Wage Enhancement Grant (WEG) Admin (\$128,495).
Financial and Rent Expenses	267,443	267,443	271,443	-	271,443	4,000	1.5%	Rent at Milton Community Resource Centre (MCRC).
Grants & Assistance	26,398,799	25,734,799	25,842,363	85,000	25,927,363	(471,436)	-1.8%	Decrease due to removal of one-time WEG Admin for 2016 for (\$400,000), termination of Capital Retrofit program for (\$78,816), decrease in Special Needs for (\$68,809) plus all other net grants for (\$8,811) partially offset by Strategic Investment for Our Kids Network research associate for \$85,000.
Total Direct Costs	55,926,790	54,917,790	55,630,835	85,000	55,715,835	(210,955)	-0.4%	
Allocated Charges/Recoveries	245,392	245,392	244,275	-	244,275	(1,117)	-0.5%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support; and offset by increase in Budget support chargeback
Corporate Support	2,256,007	2,256,007	2,428,101	-	2,428,101	172,094	7.6%	Reflects increase for 4 FTEs (2016 SIF and In Year changes) resulting in increase in HR, Payroll, PC and Phones charges. Also increase in Legal hours due to agreements review (purchase of service, WEG, GOG) and Advertising moved from Allocated charges
Transfer to Reserves - Operating	25,000	555,000	25,000	-	25,000	-	0.0%	
Transfer from Reserves - Operating	(100,000)	(100,000)	(60,000)	-	(60,000)	40,000	-40.0%	Decreased reserve transfer to fund portion of Child Care Study carried forward to 2017.
Gross Operating Expenditures	58,353,189	57,874,189	58,268,211	85,000	58,353,211	22	0.0%	
Transfer to Reserves - Capital	50,000	50,000	50,000	-	50,000	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	50,000	50,000	50,000	-	50,000	-	0.0%	
Total Gross Expenditures	58,403,189	57,924,189	58,318,211	85,000	58,403,211	22	0.0%	
Subsidy Revenue	(46,155,072)	(45,321,072)	(46,221,269)	-	(46,221,269)	(66,197)	0.1%	Increase driven by anticipated increase in Ministry of Education Subsidy (\$500,000) offset by removal WEG Admin for 2016 for \$529,295. Capital Retrofits program ended in 2016 for \$78,816, one-time service planning investment for Ontario Early Years Child and Family Centres (OEYCFC) for (\$131,579) as well as an increase in Data Analysis Co-ordinator program (\$42,729).
Other Revenue	(745,600)	(1,100,600)	(816,300)	-	(816,300)	(70,700)	9.5%	Increase in Cross Jurisdictional Child Care Fees (\$50,000) and Regional Child Care Centre Fees (\$20,700)
Total Revenue	(46,900,672)	(46,421,672)	(47,037,569)	-	(47,037,569)	(136,897)	0.3%	
Net Program Expenditures	\$ 11,502,517	\$ 11,502,517	\$ 11,280,642	\$ 85,000	\$ 11,365,642	\$ (136,875)	-1.2%	



Strategic Investment

Our Kids Network Research

Funding Source

Tax

Program Details

Department	Social & Community Services
Division	Children's Services
Program	Our Kids Network
Cost Centre	310712

Complement Details

Position Title	
FTE Impact	N/A
Personnel Group	

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	85,000	85,000
Total Direct Costs	85,000	85,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	85,000	85,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 85,000	\$ 85,000

Business Case

Recommendation:

Approve \$85,000 annually to support the community research position for Our Kids Network (OKN).

Need:

OKN is a recognized leader in Ontario in providing meaningful and useable data on the strengths and challenges of Halton's children and families. OKN currently holds one of the largest repositories of neighbourhood level data in the region. Acquiring, analyzing, interpreting, maintaining and creating valuable knowledge products for the community is resource intensive.

\$85,000 will be used to support this research and provide a platform for open data that benefits the whole community. Positioning this researcher within OKN provides a number of strategic benefits. First, OKN holds the Data Sharing Agreement that allows the research to flourish in terms of sharing of data amongst community partners, collaborating on research and providing meaningful community forums to mobilize the data into action. Second, OKN has a robust network of trusting relationships that creates opportunities for the best use of the research and data. Third, OKN has an established partnership agreement and infrastructure that works to benefit all community partners for children and families. Lastly, having a dedicated resource for OKN research is paramount in ensuring this important work continues to be available and relevant. Other community partners are also contributing annual funds.

The total budget for OKN is \$684,000 of which \$300,000 is funded by the Region and the remaining \$384,000 is funded by 7 community partners. All community partners are being requested to contribute to this position.

Implications:

In the past year, OKN has not had a dedicated resource and none of the partner agencies were able to offer up enough research capacity to fill the gap of not having this dedicated resource. For example, no new data has been added to the data portal, no new data products have been created (blogs, reports), analysis of the 2015 data cycle has been delayed and no community research support has been provided.

Alternatives:

OKN decrease efforts in research and knowledge mobilization which would leave large gaps in the Region's data and ability to plan effectively.

Reference:

N/A

Employment & Social Services

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Employment & Social Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 5,200,946	\$ 4,666,738	\$ 4,763,730	\$ 5,032,830	\$ 4,848,580	\$ 141,560	\$ 4,990,140	\$ 84,850	1.8%	\$ 226,410	4.8%
Materials & Supplies	157,428	215,105	181,101	206,661	174,400	-	174,400	(6,701)	-3.7%	(6,701)	-3.7%
Purchased Services	507,748	716,845	959,684	864,264	1,117,593	-	1,117,593	157,909	16.5%	157,909	16.5%
Financial and Rent Expenses	299,441	308,475	324,125	331,320	337,700	-	337,700	13,575	4.2%	13,575	4.2%
Grants & Assistance	17,501,945	19,890,752	19,226,859	20,483,259	20,053,194	-	20,053,194	826,335	4.3%	826,335	4.3%
Total Direct Costs	23,667,508	25,797,915	25,455,499	26,918,334	26,531,467	141,560	26,673,027	1,075,968	4.2%	1,217,528	4.8%
Allocated Charges / Recoveries	571,045	817,750	561,420	519,420	525,910	-	525,910	(35,510)	-6.3%	(35,510)	-6.3%
Corporate Support	2,106,841	2,115,074	2,234,800	2,234,800	2,140,008	-	2,140,008	(94,792)	-4.2%	(94,792)	-4.2%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	26,345,395	28,730,739	28,251,719	29,672,554	29,197,385	141,560	29,338,945	945,666	3.3%	1,087,226	3.8%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	26,345,395	28,730,739	28,251,719	29,672,554	29,197,385	141,560	29,338,945	945,666	3.3%	1,087,226	3.8%
Subsidy Revenue	(19,137,374)	(20,997,631)	(20,387,769)	(22,013,004)	(21,896,762)	-	(21,896,762)	(1,508,993)	7.4%	(1,508,993)	7.4%
Other Revenue	(789,024)	(770,176)	(849,300)	(666,900)	(885,600)	-	(885,600)	(36,300)	4.3%	(36,300)	4.3%
Total Revenue	(19,926,399)	(21,767,807)	(21,237,069)	(22,679,904)	(22,782,362)	-	(22,782,362)	(1,545,293)	7.3%	(1,545,293)	7.3%
Net Program Expenditures	\$ 6,418,996	\$ 6,962,933	\$ 7,014,650	\$ 6,992,650	\$ 6,415,023	\$ 141,560	\$ 6,556,583	\$ (599,627)	-8.5%	\$ (458,067)	-6.5%

Employment & Social Services	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	49.9		49.9	2.0	51.9	-	0.0%
							2.0
							4.0%



Budget Change Report

Employment & Social Services	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 4,763,730	\$ 5,032,830	\$ 4,848,580	\$ 141,560	\$ 4,990,140	\$ 226,410	4.8%	Increase includes a Strategic Investment for 2 integrated program assistants \$141,560
Materials & Supplies	181,101	206,661	174,400	-	174,400	(6,701)	-3.7%	Decrease for computer hardware (\$4,600), end of E-mentoring contract (\$2,231), offset by increase for Newcomer Strategy contract extension \$375
Purchased Services	959,684	864,264	1,117,593	-	1,117,593	157,909	16.5%	Increase based on contract extensions for Newcomer Strategy for \$129,588, Youth Job Link (YJL) for \$11,050, Employment Ontario (EO) for \$3,322, Canada Ontario Job Grant (COJG) for \$6,946, janitorial expense for \$10,000, OMSSA membership for \$2,000, Step & Advance for \$3,800 offset by E-mentoring contract end (\$8,797).
Financial and Rent Expenses	324,125	331,320	337,700	-	337,700	13,575	4.2%	Increase in rent for Employment Halton of \$9,100, Newcomer Strategy for \$2,595 and Milton office for \$1,880 based on lease agreements
Grants & Assistance	19,226,859	20,483,259	20,053,194	-	20,053,194	826,335	4.3%	Increase for Ontario Works benefits of \$676,800 (3% for caseload increase + 1% rate increase), employment benefits of \$114,600, COJG of \$62,514 contract extension, food security for \$50,000, EO amendment for \$23,721, recreation for \$17,000, and YJL for \$1,700 contract extension offset by decreases for holiday vouchers of \$70,000 and SPLIT for \$50,000.
Total Direct Costs	25,455,499	26,918,334	26,531,467	141,560	26,673,027	1,217,528	4.8%	
Allocated Charges/Recoveries	561,420	519,420	525,910	-	525,910	(35,510)	-6.3%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	2,234,800	2,234,800	2,140,008	-	2,140,008	(94,792)	-4.2%	Reflects reduction in PC charge for decommissioned PC's, reduction in Access Halton call volume and slightly offset by increase in Advertising moved from Allocated charges
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	28,251,719	29,672,554	29,197,385	141,560	29,338,945	1,087,226	3.8%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	28,251,719	29,672,554	29,197,385	141,560	29,338,945	1,087,226	3.8%	
Subsidy Revenue	(20,387,769)	(22,013,004)	(21,896,762)	-	(21,896,762)	(1,508,993)	7.4%	Increase for OW Benefits subsidy (upload savings (\$496,000), caseload increase (\$454,000) and benefit rate increase (\$156,000)), OW cost of administration subsidy (\$171,304), Newcomer Strategy contract extension for (\$132,335), EO, COJG, YJC, YJC-Summer, YJL contract extension for (\$109,954) offset by E-mentoring contract end for \$9,500.
Other Revenue	(849,300)	(666,900)	(885,600)	-	(885,600)	(36,300)	4.3%	Increase for OW repayments and reimbursements based on an increase in caseload
Total Revenue	(21,237,069)	(22,679,904)	(22,782,362)	-	(22,782,362)	(1,545,293)	7.3%	
Net Program Expenditures	\$ 7,014,650	\$ 6,992,650	\$ 6,415,023	\$ 141,560	\$ 6,556,583	\$ (458,067)	-6.5%	

Strategic Investment

Program Assistants

Funding Source	Tax
-----------------------	-----

Program Details

Department	Social & Community Services
Division	Employment & Social Services
Program	Ontario Works
Cost Centre	323100

Complement Details

Position Title	Integrated Program Assistant
FTE Impact	2.0
Personnel Group	CUPE (SS)

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 141,560	\$ 141,560
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	141,560	141,560
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	141,560	141,560
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 141,560	\$ 141,560

Business Case

Recommendation:

Approve the addition of 2 permanent FTEs for Integrated Program Assistants to support the clients, staff and programs operating out of the Burlington Ontario Works office and the Employment Halton office.

Need:

The Employment and Social Services Division delivers services from offices in Oakville, Burlington, Milton and Georgetown. 2 Integrated Program Assistants are required (one for the Burlington office and one for the Employment Halton office). As at July 31, 2016: the average monthly Ontario Works caseload of the Burlington office was 793, a 4% increase over the 2015 average monthly caseload; and, 378 job seekers and 266 employers received individual support from Employment Halton staff. In addition, over the course of the past year: 6,722 job seekers visited our Employment Halton Resource Centre; 4,360 job seekers attended workshops, job fairs and employment information sessions; 1,578 new job seekers were referred to Employment Halton; and, 1,441 job vacancies were posted to our HaltonJobs.ca website. The division endeavors to provide best in class customer service. This investment will stabilize key client facing staff roles and strengthen and enhance our service.

The Integrated Program Assistants are required to: provide administrative support to staff; monitor and record Ministry required outcomes; schedule appointments; provide reception coverage and oversight of the Employment Halton Resource Centre; respond to telephone inquiries; schedule and coordinate employment related workshops and job fairs. Temporary staff are currently performing these duties while alternatives are evaluated. This is not sustainable given the consistent demands and resources required in the program.

Implications:

If the FTEs are not approved, the current service delivery model and standards will need to be adjusted resulting in reduced customer service. Even with a service reduction, there would continue to be a need for ongoing increased costs associated with the use of administrative staff from other offices, temporary agency staff, mileage and overtime as reception areas in both offices must be staffed Monday to Friday from 8:30 to 4:30. In addition, more senior staff would be required to provide reception coverage on a daily basis which would result in reduced case management services.

Alternatives:

Service reduction; the ongoing use of temporary staff, overtime and the use of more senior staff and administrative staff from other offices.

Reference:

N/A

Housing Services

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Housing Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 5,203,969	\$ 3,954,970	\$ 4,038,830	\$ 4,038,830	\$ 4,120,220	\$ -	\$ 4,120,220	\$ 81,390	2.0%	\$ 81,390	2.0%
Materials & Supplies	169,908	81,335	116,229	116,229	117,469	-	117,469	1,240	1.1%	1,240	1.1%
Purchased Services	315,078	330,641	2,365,975	2,365,975	3,062,197	-	3,062,197	696,222	29.4%	696,222	29.4%
Financial and Rent Expenses	15,290	1,440	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	31,214,348	32,366,500	34,823,352	35,984,578	40,009,879	688,715	40,698,594	5,186,528	14.9%	5,875,243	16.9%
Total Direct Costs	36,918,592	36,734,886	41,344,386	42,505,612	47,309,765	688,715	47,998,480	5,965,380	14.4%	6,654,095	16.1%
Allocated Charges / Recoveries	370,607	405,379	429,004	429,004	604,385	-	604,385	175,381	40.9%	175,381	40.9%
Corporate Support	1,501,368	1,100,722	1,215,778	1,215,778	1,361,729	-	1,361,729	145,951	12.0%	145,951	12.0%
Transfers to Reserves-Operating	(380,872)	124,472	2,148,500	(261,000)	2,186,000	-	2,186,000	37,500	1.7%	37,500	1.7%
Transfer from Reserves - Operating	(61,000)	(621,500)	(3,460,000)	(3,460,000)	(3,489,000)	-	(3,489,000)	(29,000)	0.8%	(29,000)	0.8%
Gross Operating Expenditures	38,348,696	37,743,959	41,677,668	40,429,394	47,972,879	688,715	48,661,594	6,295,212	15.1%	6,983,927	16.8%
Transfer to Reserves - Capital	12,204,853	9,967,726	7,800,000	9,262,000	7,800,000	-	7,800,000	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	12,204,853	9,967,726	7,800,000	9,262,000	7,800,000	-	7,800,000	-	0.0%	-	0.0%
Total Gross Expenditures	50,553,549	47,711,685	49,477,668	49,691,394	55,772,879	688,715	56,461,594	6,295,212	12.7%	6,983,927	14.1%
Subsidy Revenue	(11,847,131)	(10,135,890)	(11,837,709)	(12,051,435)	(17,521,458)	-	(17,521,458)	(5,683,749)	48.0%	(5,683,749)	48.0%
Other Revenue	(4,912,672)	(2,572,431)	(1,758,311)	(1,758,311)	(1,826,347)	-	(1,826,347)	(68,036)	3.9%	(68,036)	3.9%
Total Revenue	(16,759,803)	(12,708,321)	(13,596,020)	(13,809,746)	(19,347,805)	-	(19,347,805)	(5,751,785)	42.3%	(5,751,785)	42.3%
Net Program Expenditures	\$ 33,793,746	\$ 35,003,364	\$ 35,881,648	\$ 35,881,648	\$ 36,425,075	\$ 688,715	\$ 37,113,790	\$ 543,427	1.5%	\$ 1,232,142	3.4%

Housing Services	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	40.0	40.0	40.0	-	40.0	-	0.0%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Housing Services								
Personnel Services	\$ 4,038,830	\$ 4,038,830	\$ 4,120,220	\$ -	\$ 4,120,220	\$ 81,390	2.0%	
Materials & Supplies	116,229	116,229	117,469	-	117,469	1,240	1.1%	
Purchased Services	2,365,975	2,365,975	3,062,197	-	3,062,197	696,222	29.4%	Increases relates to temporary agencies costs for 3 new programs including: \$133,167 for Investment in Affordable Housing (IAH) - Social Infrastructure Fund (SIF), \$49,286 for Social Housing Improvement Program (SHIP), and \$51,300 for Survivors of Domestic Violence Portable Housing Benefit program (SDV-PHB). Partially offset by \$45,000 reduction due to one-time funding for the Social Housing System (IHS). Additionally, there is a \$430,000 increase for the Building Condition Assessments (BCA's) for Housing Providers and Domiciliary Hostels which are offset by reserve transfers. Community Homelessness Prevention Initiative (CHPI) increases of \$63,970 for temporary staffing and \$20,000 for Hamilton Housing Help Centre are offset by subsidies.
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	34,823,352	35,984,578	40,009,879	688,715	40,698,594	5,875,242	16.9%	Increase for SHIP program for \$3,300,000, IAH-E \$488,000, CHPI for \$485,200, SDV-PHB for \$412,200, HPS Enhancement for \$293,000, and IAH-SIF Rent Supplement for \$233,500 which are all offset by subsidy. Also included is increased funding for social housing providers for \$363,000 based on cost indexes set by the Ministry, \$47,000 reduction in Federal Block funding and Strategic Investment for OSCR of \$688,715.
Total Direct Costs	41,344,386	42,505,612	47,309,765	688,715	47,998,480	6,654,094	16.1%	
Allocated Charges/Recoveries	429,004	429,004	604,385	-	604,385	175,381	40.9%	Increase of \$133,167 for IAH-SIF 50% share of Admin (with Planning) and \$49,285 for SHIP 50% share of Admin (with Asset Management)
Corporate Support	1,215,778	1,215,778	1,361,729	-	1,361,729	145,951	12.0%	Reflects increase in Advertising moved from Allocated charges, Legal due to increased number of documents requiring legal review, HR costs, Phone and PC charges based on current inventory and Asset Management charge due to increase in office square footage at Dorval
Transfer to Reserves - Operating	2,148,500	(261,000)	2,186,000	-	2,186,000	37,500	1.7%	Increase due to transfer of \$37,500 IAH-E subsidy for Rental Component (Capital New Units).
Transfer from Reserves - Operating	(3,460,000)	(3,460,000)	(3,489,000)	-	(3,489,000)	(29,000)	0.8%	Removal of (\$356,000) one-time funding for OSCR and one-time funding for Social Housing System (IHS) (\$45,000), offset by \$430,000 increase in transfer for the BCA's for Housing Providers and Domiciliary Hostels.
Gross Operating Expenditures	41,677,668	40,429,394	47,972,879	688,715	48,661,594	6,983,926	16.8%	
Transfer to Reserves - Capital	7,800,000	9,262,000	7,800,000	-	7,800,000	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	7,800,000	9,262,000	7,800,000	-	7,800,000	-	0.0%	
Total Gross Expenditures	49,477,668	49,691,394	55,772,879	688,715	56,461,594	6,983,926	14.1%	
Subsidy Revenue	(11,837,709)	(12,051,435)	(17,521,458)	-	(17,521,458)	(5,683,749)	48.0%	Increase for SHIP program for \$3,377,000, IAH-E \$529,000, CHPI for \$569,000, SDV-PHB for \$464,000, HPS Enhancement for \$293,000, and IAH-SIF \$500,000 and a reduction of \$47,000 in federal block funding.
Other Revenue	(1,758,311)	(1,758,311)	(1,826,347)	-	(1,826,347)	(68,036)	3.9%	Increase in administration fees for HCHC-Halton Community Housing Corporation to reflect program support costs
Total Revenue	(13,596,020)	(13,809,746)	(19,347,805)	-	(19,347,805)	(5,751,785)	42.3%	
Net Program Expenditures	\$ 35,881,648	\$ 35,881,648	\$ 36,425,074	\$ 688,715	\$ 37,113,789	\$ 1,232,141	3.4%	



Strategic Investment

Oakville Senior Citizen's Residence Base Budget

Funding Source	Tax
-----------------------	-----

Program Details

Department	Social & Community Services
Division	Housing Services
Program	Housing Providers
Cost Centre	602021

Complement Details

Position Title	
FTE Impact	N/A
Personnel Group	

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	688,715	688,715
Total Direct Costs	688,715	688,715
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	688,715	688,715
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 688,715	\$ 688,715

Business Case

Recommendation:

Approve a base budget of \$688,715 for the Oakville Senior Citizen's Residence (OSCR) (inclusive of the 2017 Provincially mandated housing provider cost factors) in accordance with Report No. SS-20-16 (re: "Oakville Senior Citizens Residence Governance Agreement").

Need:

Regional Council's approval to clarify the governance responsibilities of OSCR and Halton Community Housing Corporation (HCHC) and establish it as a stand-alone housing provider under Halton Region's administration was attained through Report No. SS-20-16 (re: "Oakville Senior Citizens Residence Governance Agreement"). A new governance and financial arrangement has been executed in 2016 that clarifies the roles and responsibilities of Halton Region, HCHC and the OSCR. This Strategic Investment Form will provide OSCR with the necessary base capital and operating budget to operationalize the new arrangement effective January 1, 2017. The funding requirement of \$623,000 estimated in Report No. SS-20-16 (re: "Oakville Senior Citizens Residence Governance Agreement") has been revised to \$688,715 based on the annual cost factors for 2017 mandated by the Ministry of Municipal Affairs and Housing. Annual changes to OSCR's future budget will continue to be determined solely in accordance with provincially prescribed cost factors. This new arrangement related to OSCR is consistent with how all other housing providers under Halton Region's administration are funded.

Implications:

Funding of \$688,715 in 2017 will be a net impact on the Regional Tax base. This investment will clearly establish governance responsibilities and accountabilities and provide sustainable funding for OSCR.

Alternatives:

N/A

Reference:

Approval to establish a new governance and funding agreement for OSCR was provided in the following Halton Region Council Reports: 1) Report No. SS-31-15 (re: "Oakville Senior Citizens Residence Update"); 2) Report No. SS-20-16 (re: "Oakville Senior Citizens Residence Governance Agreement"); and 3) LPS 69-16 (re: "Shareholder Approval of Removal of Oakville Senior Citizens Residence Units").

Quality & Service Integration

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Quality & Service Integration	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 2,816,814	\$ 2,776,008	\$ 2,346,480	\$ 2,406,480	\$ 2,385,730	\$ -	\$ 2,385,730	\$ 39,250	1.7%	\$ 39,250	1.7%
Materials & Supplies	54,445	45,706	70,450	70,450	70,050	-	70,050	(400)	-0.6%	(400)	-0.6%
Purchased Services	103,091	251,984	449,150	249,150	424,050	-	424,050	(25,100)	-5.6%	(25,100)	-5.6%
Financial and Rent Expenses	-	598	500	500	1,000	-	1,000	500	100.0%	500	100.0%
Grants & Assistance	1,017,723	1,298,700	1,952,691	1,952,691	1,952,691	600,000	2,552,691	-	0.0%	600,000	30.7%
Total Direct Costs	3,992,072	4,372,996	4,819,271	4,679,271	4,833,521	600,000	5,433,521	14,250	0.3%	614,250	12.7%
Allocated Charges / Recoveries	(114,267)	(438,855)	(129,652)	(129,652)	(141,096)	-	(141,096)	(11,444)	8.8%	(11,444)	8.8%
Corporate Support	891,605	1,013,060	1,035,780	1,035,780	1,042,045	-	1,042,045	6,265	0.6%	6,265	0.6%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(63,731)	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	4,705,679	4,947,201	5,725,399	5,585,399	5,734,470	600,000	6,334,470	9,071	0.2%	609,071	10.6%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	4,705,679	4,947,201	5,725,399	5,585,399	5,734,470	600,000	6,334,470	9,071	0.2%	609,071	10.6%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(107)	(2,054)	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	(107)	(2,054)	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ 4,705,573	\$ 4,945,147	\$ 5,725,399	\$ 5,585,399	\$ 5,734,470	\$ 600,000	\$ 6,334,470	\$ 9,071	0.2%	\$ 609,071	10.6%

Quality & Service Integration	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	23.0		23.0	-	23.0	-	0.0%



Budget Change Report

Quality & Service Integration	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 2,346,480	\$ 2,406,480	\$ 2,385,730	\$ -	\$ 2,385,730	\$ 39,250	1.7%	
Materials & Supplies	70,450	70,450	70,050	-	70,050	(400)	-0.6%	
Purchased Services	449,150	249,150	424,050	-	424,050	(25,100)	-5.6%	Reduction due to Staff Training & Development costs centralized in HR.
Financial and Rent Expenses	500	500	1,000	-	1,000	500	100.0%	
Grants & Assistance	1,952,691	1,952,691	1,952,691	600,000	2,552,691	600,000	30.7%	Increase of \$600,000 in HRCIF through a Strategic Investment
Total Direct Costs	4,819,271	4,679,271	4,833,521	600,000	5,433,521	614,250	12.7%	
Allocated Charges/Recoveries	(129,652)	(129,652)	(141,096)	-	(141,096)	(11,444)	8.8%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	1,035,780	1,035,780	1,042,045	-	1,042,045	6,265	0.6%	Reflects increase in Advertising moved from Allocated charges and slightly offset by reduction in Records based on revised ownership of boxes among divisions in S&CS
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	5,725,399	5,585,399	5,734,470	600,000	6,334,470	609,071	10.6%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	5,725,399	5,585,399	5,734,470	600,000	6,334,470	609,071	10.6%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
Total Revenue	-	-	-	-	-	-	0.0%	
Net Program Expenditures	\$ 5,725,399	\$ 5,585,399	\$ 5,734,470	\$ 600,000	\$ 6,334,470	\$ 609,071	10.6%	

Strategic Investment

HRCIF Enhancement

Funding Source

Tax

Program Details

Department	Social & Community Services
Division	Quality & Service Integration
Program	Halton Region Community Investment Fund
Cost Centre	524400

Complement Details

Position Title	
FTE Impact	N/A
Personnel Group	

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	600,000	600,000
Total Direct Costs	600,000	600,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	600,000	600,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 600,000	\$ 600,000

Business Case

Recommendation:

Approve the increase in funding of the Halton Region Community Investment Fund (HRCIF) of \$600,000, from the current approved budget of \$1.4 million to \$2.0 million.

Need:

The HRCIF provides funding to non-profit human service programs that support the health and well-being of Halton residents. In 2016, this included grants to support positive mental health, initiatives that provide access to housing or prevent eviction, programs that support the well-being of children and youth, increase access to food, and a number of small capital grants to meet the programmatic needs of community agencies. 2017 enhancements to the HRCIF will enable the fund to respond to emerging priorities arising through Community Safety and Wellbeing Planning in partnership with the Halton Regional Police Service. This will include initiatives that support populations at acutely elevated risk (e.g., mental health, substance misuse, homelessness) of involvement with police or other emergency and crisis-driven services and/or respond to neighbourhoods of greatest need.

The importance of the HRCIF was recognized in the 2013-2016 Action Plan. The fund has increased from \$0.7 million in 2013 to a recommended \$2.0 million in 2017.

Implications:

An increase of \$600,000 will enhance the capacity of the HRCIF to address increased demand, solidify funding for food security programs and address needs that emerge through community safety and well-being planning.

Alternatives:

Maintain the program at 2016 funding levels. This would limit flexibility to address new practices identified in the Community Safety and Wellbeing Plan.

Reference:

Report No. SS-11-16 (re: "Halton Region Community Investment Fund - 2016 Funding Recommendations"); Report No. SS-22-16 (re: "Halton Region Community Investment Fund - 2016 Category Three Funding Recommendations") and Report No. SS-11-14 (re: "Annual Proposal Call for Halton Region Community Investment Fund Multi-Year Grants").

Services for Seniors

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Services for Seniors											
Personnel Services	\$ 42,296,550	\$ 42,863,518	\$ 42,217,470	\$ 43,501,470	\$ 42,969,080	\$ -	\$ 42,969,080	\$ 751,610	1.8%	\$ 751,610	1.8%
Materials & Supplies	3,886,518	3,815,560	3,970,697	3,970,697	4,103,709	-	4,103,709	133,012	3.3%	133,012	3.3%
Purchased Services	5,230,080	5,633,471	6,025,255	5,992,370	6,112,258	-	6,112,258	87,003	1.4%	87,003	1.4%
Financial and Rent Expenses	110,098	131,182	111,847	111,847	111,847	-	111,847	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	51,523,247	52,443,731	52,325,269	53,576,384	53,296,894	-	53,296,894	971,625	1.9%	971,625	1.9%
Allocated Charges / Recoveries	4,367,927	4,525,550	4,595,076	4,295,076	4,685,118	-	4,685,118	90,042	2.0%	90,042	2.0%
Corporate Support	4,929,099	5,009,942	5,369,594	5,369,594	5,607,372	-	5,607,372	237,778	4.4%	237,778	4.4%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	60,820,273	61,979,224	62,289,939	63,241,054	63,589,384	-	63,589,384	1,299,445	2.1%	1,299,445	2.1%
Transfer to Reserves - Capital	2,211,323	2,221,323	2,331,323	2,331,323	2,381,323	-	2,381,323	50,000	2.1%	50,000	2.1%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	2,211,323	2,221,323	2,331,323	2,331,323	2,381,323	-	2,381,323	50,000	2.1%	50,000	2.1%
Total Gross Expenditures	63,031,596	64,200,547	64,621,262	65,572,377	65,970,707	-	65,970,707	1,349,445	2.1%	1,349,445	2.1%
Subsidy Revenue	(31,938,756)	(33,036,360)	(33,426,599)	(33,774,714)	(34,128,666)	-	(34,128,666)	(702,067)	2.1%	(702,067)	2.1%
Other Revenue	(13,186,918)	(13,477,012)	(13,612,063)	(13,838,063)	(13,763,526)	-	(13,763,526)	(151,463)	1.1%	(151,463)	1.1%
Total Revenue	(45,125,674)	(46,513,371)	(47,038,662)	(47,612,777)	(47,892,192)	-	(47,892,192)	(853,530)	1.8%	(853,530)	1.8%
Net Program Expenditures	\$ 17,905,922	\$ 17,687,175	\$ 17,582,600	\$ 17,959,600	\$ 18,078,515	\$ -	\$ 18,078,515	\$ 495,915	2.8%	\$ 495,915	2.8%

Services for Seniors	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	523.4		523.4	-	523.4	-	0.0%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Services for Seniors								
Personnel Services	\$ 42,217,470	\$ 43,501,470	\$ 42,969,080	\$ -	\$ 42,969,080	\$ 751,610	1.8%	Increase includes \$150,000 additional increase in Pay- in- Lieu of Benefits to address actual costs pressures.
Materials & Supplies	3,970,697	3,970,697	4,103,709	-	4,103,709	133,012	3.3%	Increase in food supplies due to inflationary increases in food costs and contract increases for medical and janitorial supplies
Purchased Services	6,025,255	5,992,370	6,112,258	-	6,112,258	87,003	1.4%	Increased cost of visits for Personal Support Workers (PSW) that work in the community care system fully offset by additional subsidy (\$88,000). Inflationary increases for existing laundry and janitorial services contracts
Financial and Rent Expenses	111,847	111,847	111,847	-	111,847	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	52,325,269	53,576,384	53,296,894	-	53,296,894	971,625	1.9%	
Allocated Charges/Recoveries	4,595,076	4,295,076	4,685,118	-	4,685,118	90,042	2.0%	Increased LTC Buildings Maintenance cost as a result of inflationary utility costs increase and inflationary increases for existing maintenance contracts
Corporate Support	5,369,594	5,369,594	5,607,372	-	5,607,372	237,778	4.4%	Reflects increases in HR and Payroll costs to support program
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	62,289,939	63,241,054	63,589,384	-	63,589,384	1,299,445	2.1%	
Transfer to Reserves - Capital	2,331,323	2,331,323	2,381,323	-	2,381,323	50,000	2.1%	Increase in capital financing for LTC facilities equipment replacement based on a financing plan
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	2,331,323	2,331,323	2,381,323	-	2,381,323	50,000	2.1%	
Total Gross Expenditures	64,621,262	65,572,377	65,970,707	-	65,970,707	1,349,445	2.1%	
Subsidy Revenue	(33,426,599)	(33,774,714)	(34,128,666)	-	(34,128,666)	(702,067)	2.1%	Subsidy increases due to per diem inflationary increases (\$715,000), offset by a reduction resulting from recent Case Mix Index (CMI) results (\$101,000). Enhanced funding from the Province for PSW wage increase offset by increased cost of visits (\$88,000)
Other Revenue	(13,612,063)	(13,838,063)	(13,763,526)	-	(13,763,526)	(151,463)	1.1%	Increase in resident accommodation revenue as mandated by the province.
Total Revenue	(47,038,662)	(47,612,777)	(47,892,192)	-	(47,892,192)	(853,530)	1.8%	
Net Program Expenditures	\$ 17,582,600	\$ 17,959,600	\$ 18,078,515	\$ -	\$ 18,078,515	\$ 495,915	2.8%	

HALTON REGION

Budget and Business Plan **2017**

Legislative & Planning Services

Legislative & Planning Services Department

Departmental Summary

Net Dollars	2014		2015		2016		2017			Change	
Legislative & Planning Services Department	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 6,367,475	\$ 6,621,655	\$ 7,090,620	\$ 6,851,663	\$ 7,306,720	\$ 103,380	\$ 7,410,100	\$ 216,100	3.0%	\$ 319,480	4.5%
Materials & Supplies	1,883,577	820,197	183,290	203,835	242,140	25,420	267,560	58,850	32.1%	84,270	46.0%
Purchased Services	671,155	494,044	1,301,750	1,240,897	1,281,517	146,750	1,428,267	(20,233)	-1.6%	126,517	9.7%
Financial and Rent Expenses	126,580	145,971	92,800	95,956	92,800	-	92,800	-	0.0%	-	0.0%
Grants & Assistance	282,583	323,509	95,000	95,000	111,022	75,000	186,022	16,022	16.9%	91,022	95.8%
Total Direct Costs	9,331,370	8,405,376	8,763,460	8,487,351	9,034,199	350,550	9,384,749	270,739	3.1%	621,289	7.1%
Allocated Charges / Recoveries	353,785	587,137	528,883	528,883	259,526	-	259,526	(269,356)	-50.9%	(269,356)	-50.9%
Corporate Support	2,563,248	2,737,023	2,842,868	2,842,868	3,179,817	-	3,179,817	336,949	11.9%	336,949	11.9%
Transfers to Reserves-Operating	657,569	657,814	660,600	660,600	664,934	95,000	759,934	4,334	0.7%	99,334	15.0%
Transfer from Reserves - Operating	(2,000,400)	(1,036,814)	(200,000)	(200,000)	(50,000)	(170,000)	(220,000)	150,000	-75.0%	(20,000)	10.0%
Gross Operating Expenditures	10,905,571	11,350,537	12,595,811	12,319,702	13,088,476	275,550	13,364,026	492,666	3.9%	768,216	6.1%
Transfer to Reserves - Capital	1,084,457	1,043,623	1,802,100	1,802,100	2,829,100	-	2,829,100	1,027,000	57.0%	1,027,000	57.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	1,084,457	1,043,623	1,802,100	1,802,100	2,829,100	-	2,829,100	1,027,000	57.0%	1,027,000	57.0%
Total Gross Expenditures	11,990,028	12,394,160	14,397,911	14,121,802	15,917,576	275,550	16,193,126	1,519,666	10.6%	1,795,216	12.5%
Subsidy Revenue	(283,770)	(285,277)	(222,986)	(155,986)	(204,836)	-	(204,836)	18,150	-8.1%	18,150	-8.1%
Other Revenue	(1,044,792)	(1,186,080)	(1,174,452)	(1,169,754)	(1,139,849)	(95,000)	(1,234,849)	34,603	-2.9%	(60,397)	5.1%
Total Revenue	(1,328,563)	(1,471,358)	(1,397,438)	(1,325,740)	(1,344,685)	(95,000)	(1,439,685)	52,753	-3.8%	(42,247)	3.0%
Net Program Expenditures	\$ 10,661,465	\$ 10,922,803	\$ 13,000,473	\$ 12,796,062	\$ 14,572,891	\$ 180,550	\$ 14,753,441	\$ 1,572,419	12.1%	\$ 1,752,969	13.5%

Legislative & Planning Services Department	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget	Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	65.0	65.0	64.0	1.0	65.0	(1.0)	-1.5%



Planning Services

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Planning Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 5,118,840	\$ 5,343,622	\$ 5,820,860	\$ 5,584,731	\$ 5,941,120	\$ 103,380	\$ 6,044,500	\$ 120,260	2.1%	\$ 223,640	3.8%
Materials & Supplies	1,849,031	771,005	147,140	161,898	205,990	25,420	231,410	58,850	40.0%	84,270	57.3%
Purchased Services	342,569	278,720	813,900	829,047	793,667	146,750	940,417	(20,233)	-2.5%	126,517	15.5%
Financial and Rent Expenses	126,503	120,971	67,800	70,956	67,800	-	67,800	-	0.0%	-	0.0%
Grants & Assistance	92,583	167,259	57,000	57,000	73,022	75,000	148,022	16,022	28.1%	91,022	159.7%
Total Direct Costs	7,529,526	6,681,577	6,906,700	6,703,632	7,081,599	350,550	7,432,149	174,899	2.5%	525,449	7.6%
Allocated Charges / Recoveries	277,228	485,576	414,533	414,533	244,126	-	244,126	(170,406)	-41.1%	(170,406)	-41.1%
Corporate Support	2,086,010	2,200,461	2,287,743	2,287,743	2,403,562	-	2,403,562	115,819	5.1%	115,819	5.1%
Transfers to Reserves-Operating	657,569	657,814	660,600	660,600	664,934	95,000	759,934	4,334	0.7%	99,334	15.0%
Transfer from Reserves - Operating	(2,000,400)	(1,036,814)	(200,000)	(200,000)	(50,000)	(170,000)	(220,000)	150,000	-75.0%	(20,000)	10.0%
Gross Operating Expenditures	8,549,933	8,988,615	10,069,576	9,866,508	10,344,221	275,550	10,619,771	274,646	2.7%	550,196	5.5%
Transfer to Reserves - Capital	1,084,457	1,043,623	1,802,100	1,802,100	2,829,100	-	2,829,100	1,027,000	57.0%	1,027,000	57.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	1,084,457	1,043,623	1,802,100	1,802,100	2,829,100	-	2,829,100	1,027,000	57.0%	1,027,000	57.0%
Total Gross Expenditures	9,634,390	10,032,238	11,871,676	11,668,608	13,173,321	275,550	13,448,871	1,301,646	11.0%	1,577,196	13.3%
Subsidy Revenue	(105,344)	(57,604)	(60,986)	(60,986)	(61,536)	-	(61,536)	(550)	0.9%	(550)	0.9%
Other Revenue	(992,679)	(1,137,596)	(1,122,452)	(1,125,354)	(1,109,849)	(95,000)	(1,204,849)	12,603	-1.1%	(82,397)	7.3%
Total Revenue	(1,098,023)	(1,195,200)	(1,183,438)	(1,186,340)	(1,171,385)	(95,000)	(1,266,385)	12,053	-1.0%	(82,947)	7.0%
Net Program Expenditures	\$ 8,536,367	\$ 8,837,038	\$ 10,688,238	\$ 10,482,268	\$ 12,001,936	\$ 180,550	\$ 12,182,486	\$ 1,313,699	12.3%	\$ 1,494,249	14.0%

Planning Services	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	53.0	53.0	52.0	1.0	53.0	(1.0)	-1.9%



Budget Change Report

Planning Services	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 5,820,860	\$ 5,584,731	\$ 5,941,120	\$ 103,380	\$ 6,044,500	\$ 223,640	3.8%	Increase includes one Intermediate Planner - Intensification proposed as a Strategic Investment.
Materials & Supplies	147,140	161,898	205,990	25,420	231,410	84,270	57.3%	Increase due to additional funding for exhibition development of \$60,000 in support of the Museum Master Plan Implementation (LPS62-14), and Strategic Investments to implement the Biodiversity Strategy for the Halton Regional Forests and an Intermediate Planner - Intensification.
Purchased Services	813,900	829,047	793,667	146,750	940,417	126,517	15.5%	Increase for Strategic Investments to implement the Biodiversity Strategy for the Halton Regional Forests.
Financial and Rent Expenses	67,800	70,956	67,800	-	67,800	-	0.0%	
Grants & Assistance	57,000	57,000	73,022	75,000	148,022	91,022	159.7%	Increase due to Strategic Investment proposed for the Regional Program for Community Improvement Plans, and an increase for Cootes to Escarpment EcoPark System Five-Year Extension (LPS50-16)
Total Direct Costs	6,906,700	6,703,632	7,081,599	350,550	7,432,149	525,449	7.6%	
Allocated Charges/Recoveries	414,533	414,533	244,126	-	244,126	(170,407)	-41.1%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	2,287,743	2,287,743	2,403,562	-	2,403,562	115,819	5.1%	Reflects increase in Advertising moved from Allocated charges and increase for 3 FTEs (2016 SIF) resulting in increase in HR, Payroll, and PC charges
Transfer to Reserves - Operating	660,600	660,600	664,934	95,000	759,934	99,334	15.0%	Increase for a Strategic Investment proposed to the Biodiversity Strategy for the Halton Regional Forests.
Transfer from Reserves - Operating	(200,000)	(200,000)	(50,000)	(170,000)	(220,000)	(20,000)	10.0%	Increase for a Strategic Investment proposed to implement the Biodiversity Strategy for the Halton Regional Forests, partially offset by a reduction in costs required for Allendale Study.
Gross Operating Expenditures	10,069,576	9,866,508	10,344,221	275,550	10,619,771	550,195	5.5%	
Transfer to Reserves - Capital	1,802,100	1,802,100	2,829,100	-	2,829,100	1,027,000	57.0%	Increase mainly to support the waterfront capital requirements for the Burlington Beach Master Plan, Burloak and Bronte Waterfronts.
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	1,802,100	1,802,100	2,829,100	-	2,829,100	1,027,000	57.0%	
Total Gross Expenditures	11,871,676	11,668,608	13,173,321	275,550	13,448,871	1,577,195	13.3%	
Subsidy Revenue	(60,986)	(60,986)	(61,536)	-	(61,536)	(550)	0.9%	
Other Revenue	(1,122,452)	(1,125,354)	(1,109,849)	(95,000)	(1,204,849)	(82,397)	7.3%	Increase for a Strategic Investment proposed to implement the Biodiversity Strategy for the Halton Regional Forests based on increased revenue, and investment revenue from Cox Tract haul route and waterline due to 1.5% inflationary increase
Total Revenue	(1,183,438)	(1,186,340)	(1,171,385)	(95,000)	(1,266,385)	(82,947)	7.0%	
Net Program Expenditures	\$10,688,238	\$10,482,268	\$12,001,936	\$ 180,550	\$12,182,486	\$ 1,494,248	14.0%	



Strategic Investment

Regional Program for Community Improvement Plans

Funding Source	Tax
-----------------------	-----

Program Details	
Department	Legislative & Planning Services
Division	Planning Services
Program	Planning Policy
Cost Centre	210051

Complement Details	
Position Title	
FTE Impact	N/A
Personnel Group	

Funding Impact		
Operating	2017 Impact	2018 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	75,000	75,000
Total Direct Costs	75,000	75,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	75,000	75,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 75,000	\$ 75,000

Business Case

Recommendation:

Approve \$75,000 to be provided on an annual basis to fund the "Regional Program for Community Improvement Plan program" as described in Report No. LPS94-16 (re: "Regional Program for Community Improvement Plans"). The Region's Chief Planning Official would be responsible for administering the program and reporting to Council on an annual basis.

Need:

A Community Improvement Plan (CIP) is *Planning Act* tool that permits municipalities to designate Community Improvement Project Areas and establish financial incentive programs for the purpose of promoting rehabilitation and redevelopment in these Project Areas.

The Regional Official Plan (ROP) contains policies that permit the Region to use CIPs as a tool to implement the policies of the ROP. The "Regional Program for CIPs" has been developed as a framework for implementing this policy direction.

Through the Program the Region will provide grants to Local Municipalities in response to applications to their CIP programs provided that these applications meet the program guidelines and assist in implementing the following ROP policies:

- Promoting & Supporting Intensification and the Development of Intensification Areas;
- Promoting Employment Area Intensification of Brownfields and Greyfields;
- Promoting Residential Intensification of Brownfields and Greyfields;
- Encouraging and Creating Assisted, Affordable and Special Needs Housing,
- Supporting and Promoting Agriculture and;
- Protecting and Preserving Cultural Heritage Resources

Implications:

The Chief Planning Official has been authorized to administer the Regional Program for CIPs in accordance with Report LPS94-16 (re: "Regional Program for Community Improvement Plans").

Alternatives:

If the annual amount for the program is not approved, the CIP program will be unfunded and applications by the Local Municipality for funding will need to be brought to Council on a case by case basis for a determination of eligibility.

Reference:

Halton Region Strategic Action Plan 2015-2018, the 2009 Regional Official Plan (ROPA38); Report No. FN-20-16 (re: "2017 Budget Directions") and Report No. LPS94-16 (re: "Regional Program for Community Improvement Plans").

Strategic Investment

Forestry - Dufferin Aggregate - Biodiversity Strategy

Funding Source	Tax
-----------------------	-----

Program Details	
Department	Legislative & Planning Services
Division	Planning Services
Program	Forestry
Cost Centre	632700

Complement Details	
Position Title	
FTE Impact	N/A
Personnel Group	

Funding Impact		
Operating	2017 Impact	2018 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	24,000	20,000
Purchased Services	146,000	81,900
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	170,000	101,900
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	(170,000)	(101,900)
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve additional costs to implement the Biodiversity Strategy for the Halton Regional Forests which was endorsed by Regional Council through Staff Report No. LPS37-14 (re: "75th Anniversary of the Halton Regional Forests"). The additional costs will be fully funded from increased revenues resulting in no net regional impact.

Need:

Biodiversity is key to maintaining the function and integrity of the Regional Natural Heritage System (RNHS). By implementing the biodiversity strategy in the Regional forests, the Region can contribute to increasing the certainty that biological diversity and ecological functions will be preserved and enhanced for future generations. As set out in Report LPS37-14 (re: "75th Anniversary of the Halton Regional Forests"), implementation of the biodiversity strategy will allow Halton Region to be a leader in enhancing, maintaining, and promoting biodiversity in Ontario.

Additional costs are required to implement the Biodiversity Strategy to enhance monitoring, research and control activities associated with the biological and ecological environments within the Regional Forests. The funds are required to implement strategic control measures for priority invasive species, expand the scope of restoration/enhancement beyond tree and shrub planting, implement programs to monitor the biodiversity of the Regional Forest Tracts, promote Regional Forest Tracts as Living Laboratories and engage the public and increase awareness and educational activities. This Strategy will contribute to achieving the goals and objectives of the Halton Regional Forest Management Plan and the RNHS.

The additional costs required to implement the Biodiversity Strategy will be fully funded over the 10 year forecast period by the increased revenue collected from a renewed agreement with Dufferin Aggregates, for lease of their haul route which passes through the Regional Forest.

Implications:

The additional costs required to accommodate enhanced monitoring, controls and research activities as set out in the Biodiversity Strategy is estimated at a total of \$1 million over the next 10 years. The operating budget will include \$170,000 in 2017 of the total \$1 million 10 year forecast to provide lab testing services, invasive species control services, conduct research concerning wetlands/pools and consulting services to create a monitoring plan of the Strategy. These additional costs will be initially financed from the Regional Forests Reserve (502060) and will be fully replenished through increased revenues collected from Dufferin Aggregates, a Division of CRH Canada Group. It should be noted that the implementation of this component of the biodiversity strategy is subject to securing the additional revenue required from Dufferin Aggregates. If the Dufferin agreement is not renewed, these costs will not be incurred.

Alternatives:

N/A

Reference:

Staff Report LPS37-14 "75th Anniversary of the Halton Regional Forests", PPW59-05 "Halton Regional Forest Management Plan 2005 (FMP)".

Strategic Investment

Intermediate Planner - Intensification

Funding Source	Tax
-----------------------	-----

Program Details

Department	Legislative & Planning Services
Division	Planning Services
Program	Planning Policy
Cost Centre	210051

Complement Details

Position Title	Intermediate Planner - Intensification
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 103,380	\$ 103,380
Materials & Supplies	1,420	-
Purchased Services	750	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	105,550	103,380
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	105,550	103,380
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 105,550	\$ 103,380

Business Case

Recommendation:

Approve 1 permanent FTE for an Intermediate Planner to facilitate development/redevelopment of local intensification areas, urban growth centres, mobility hubs/major transit station areas, and intensification corridors in accordance with the Regional Official Plan (ROP). This position will support Senior Planner(s) in working directly with Local Municipalities, consultants and land owners to implement strategies that support intensification, mobility hub/transit station area development, employment area development, and growth management.

Need:

The ROP contains a growth management strategy that requires Local Municipalities to prepare detailed policies and develop tools to support development and redevelopment of existing and new intensification areas and corridors where a significant portion of the Places to Grow population and employment growth will occur. The ROP outlines many benefits of intensification. It provides an urban form and design that is complementary to existing developed areas, makes best use of infrastructure, supports economic revitalization and employment opportunities, fosters social interaction, reduces automobile travel, promotes active transportation, provides opportunities for mixed uses and affordable housing, and is environmentally more sustainable. As such, the ROP considers intensification and development of intensification areas to be the highest priority of urban development and recognizes the Region's role in working with Local Municipalities to achieve this objective.

To give effect to these policies a new permanent Intermediate Planner will be needed to support the development, implementation and monitoring of Region's strategic priorities and planning policy objectives related to intensification, redevelopment and growth management.

This position will also be an important resource to support the policy development, defense and implementation of the Region's Five-Year Official Plan review.

Implications:

Without an additional Intermediate Planner dedicated to intensification activities, delays in the delivery, co-ordination and direct interaction with Local Municipalities and land owners to implement Regional strategies in support of intensification, redevelopment, and growth management to support the implementation of the Official Plan will occur.

Alternatives:

Reassignment of an existing Intermediate Planner to this position would result in a staff gap in supporting Provincial Plan Policy Implementation, Official Plan Five-Year review, and approval of Local Official Plan conformity amendments.

Reference:

ROP (ROPA 38); Report No. LPS28-14 (re: "Official Plan Five-Year Commencement"); and Report No. CA-07-15 (re: "Halton Region 2015-2018 Strategic Action Plan")

Economic Development

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Economic Development	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 1,248,635	\$ 1,278,033	\$ 1,269,760	\$ 1,266,932	\$ 1,365,600	\$ -	\$ 1,365,600	\$ 95,840	7.5%	\$ 95,840	7.5%
Materials & Supplies	34,546	49,193	36,150	41,937	36,150	-	36,150	-	0.0%	-	0.0%
Purchased Services	328,586	215,323	487,850	411,850	487,850	-	487,850	-	0.0%	-	0.0%
Financial and Rent Expenses	77	25,000	25,000	25,000	25,000	-	25,000	-	0.0%	-	0.0%
Grants & Assistance	190,000	156,250	38,000	38,000	38,000	-	38,000	-	0.0%	-	0.0%
Total Direct Costs	1,801,844	1,723,799	1,856,760	1,783,719	1,952,600	-	1,952,600	95,840	5.2%	95,840	5.2%
Allocated Charges / Recoveries	76,557	101,560	114,350	114,350	15,400	-	15,400	(98,950)	-86.5%	(98,950)	-86.5%
Corporate Support	477,238	536,562	555,125	555,125	776,255	-	776,255	221,130	39.8%	221,130	39.8%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	2,355,638	2,361,922	2,526,235	2,453,194	2,744,255	-	2,744,255	218,020	8.6%	218,020	8.6%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	2,355,638	2,361,922	2,526,235	2,453,194	2,744,255	-	2,744,255	218,020	8.6%	218,020	8.6%
Subsidy Revenue	(178,426)	(227,673)	(162,000)	(95,000)	(143,300)	-	(143,300)	18,700	-11.5%	18,700	-11.5%
Other Revenue	(52,113)	(48,484)	(52,000)	(44,400)	(30,000)	-	(30,000)	22,000	-42.3%	22,000	-42.3%
Total Revenue	(230,540)	(276,157)	(214,000)	(139,400)	(173,300)	-	(173,300)	40,700	-19.0%	40,700	-19.0%
Net Program Expenditures	\$ 2,125,098	\$ 2,085,764	\$ 2,312,235	\$ 2,313,794	\$ 2,570,955	\$ -	\$ 2,570,955	\$ 258,720	11.2%	\$ 258,720	11.2%

Economic Development	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	12.0		12.0	-	12.0	-	0.0%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Economic Development								
Personnel Services	\$ 1,269,760	\$ 1,266,932	\$ 1,365,600	-	\$ 1,365,600	\$ 95,840	7.5%	Increase includes in-year changes for job reclassification.
Materials & Supplies	36,150	41,937	36,150	-	36,150	-	0.0%	
Purchased Services	487,850	411,850	487,850	-	487,850	-	0.0%	
Financial and Rent Expenses	25,000	25,000	25,000	-	25,000	-	0.0%	
Grants & Assistance	38,000	38,000	38,000	-	38,000	-	0.0%	
Total Direct Costs	1,856,760	1,783,719	1,952,600	-	1,952,600	95,840	5.2%	
Allocated Charges/Recoveries	114,350	114,350	15,400	-	15,400	(98,950)	-86.5%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	555,125	555,125	776,255	-	776,255	221,130	39.8%	Reflects increase in Advertising moved from Allocated charges and increase in PC charge for Tourism Specialist and Small Business based on program requirements
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	2,526,235	2,453,194	2,744,255	-	2,744,255	218,020	8.6%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	2,526,235	2,453,194	2,744,255	-	2,744,255	218,020	8.6%	
Subsidy Revenue	(162,000)	(95,000)	(143,300)	-	(143,300)	18,700	-11.5%	Decrease of \$67,000 in funding from Invest Canada - Community Initiatives (ICCI). The Region is no longer pursuing funding due to involvement with the new Toronto Global FDI Agency. Partially offset by an increase of (\$48,300) in provincial funding related to the Ontario Ministry of Economic Development, Employment, and Infrastructure for Small Business Centre, Starter Company Youth Entrepreneurship Program (expiring March 31, 2017), and Summer Company Youth Entrepreneurship Program.
Other Revenue	(52,000)	(44,400)	(30,000)	-	(30,000)	22,000	-42.3%	Decrease in program revenue for the Pumpkins to Pastries trail and a move away from hosting ticketed tourism consumer events
Total Revenue	(214,000)	(139,400)	(173,300)	-	(173,300)	40,700	-19.0%	
Net Program Expenditures	\$ 2,312,235	\$ 2,313,794	\$ 2,570,955	\$ -	\$ 2,570,955	\$ 258,720	11.2%	

HALTON REGION

Budget and Business Plan **2017**

Public Works – Tax

Public Works Department – Tax

Departmental Summary

Net Dollars	2014		2015		2016		2017			Change	
Public Works Department - Tax	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 7,022,860	\$ 4,406,888	\$ 5,146,240	\$ 5,061,240	\$ 5,183,350	\$ 10,010	\$ 5,193,360	\$ 37,110	0.7%	\$ 47,120	0.9%
Materials & Supplies	2,127,066	2,358,737	3,265,567	3,456,567	2,620,460	-	2,620,460	(645,107)	-19.8%	(645,107)	-19.8%
Purchased Services	43,624,758	44,402,015	48,870,122	46,451,175	53,910,941	49,990	53,960,931	5,040,819	10.3%	5,090,809	10.4%
Financial and Rent Expenses	111,270	46,472	175,000	150,000	150,000	-	150,000	(25,000)	-14.3%	(25,000)	-14.3%
Grants & Assistance	226,256	265,372	244,000	244,000	259,600	-	259,600	15,600	6.4%	15,600	6.4%
Total Direct Costs	53,112,210	51,479,484	57,700,930	55,362,983	62,124,351	60,000	62,184,351	4,423,421	7.7%	4,483,421	7.8%
Allocated Charges / Recoveries	(1,335,717)	2,283,433	2,484,828	2,492,828	1,846,208	-	1,846,208	(638,621)	-25.7%	(638,621)	-25.7%
Corporate Support	5,209,737	4,484,283	4,779,221	4,779,221	5,138,554	-	5,138,554	359,333	7.5%	359,333	7.5%
Transfers to Reserves-Operating	3,322,280	7,323,620	6,259,760	7,896,760	7,258,660	-	7,258,660	998,900	16.0%	998,900	16.0%
Transfer from Reserves - Operating	(952,000)	(5,867,915)	(7,256,787)	(6,303,840)	(10,830,217)	-	(10,830,217)	(3,573,430)	49.2%	(3,573,430)	49.2%
Gross Operating Expenditures	59,356,509	59,702,904	63,967,952	64,227,952	65,537,556	60,000	65,597,556	1,569,604	2.5%	1,629,604	2.5%
Transfer to Reserves - Capital	33,881,925	33,902,566	33,944,321	33,944,321	33,949,994	-	33,949,994	5,673	0.0%	5,673	0.0%
Transfer from Reserves - Capital	(357,309)	(357,309)	(357,309)	(357,309)	(393,319)	-	(393,319)	(36,010)	10.1%	(36,010)	10.1%
Debt Charges	859,408	858,652	860,560	860,560	859,576	-	859,576	(984)	-0.1%	(984)	-0.1%
Capital Expenditures	34,384,025	34,403,909	34,447,572	34,447,572	34,416,251	-	34,416,251	(31,321)	-0.1%	(31,321)	-0.1%
Total Gross Expenditures	93,740,534	94,106,813	98,415,524	98,675,524	99,953,807	60,000	100,013,807	1,538,282	1.6%	1,598,282	1.6%
Subsidy Revenue	(2,911,541)	(98,671)	(100,000)	(100,000)	(100,000)	-	(100,000)	-	0.0%	-	0.0%
Other Revenue	(7,627,524)	(8,193,107)	(7,366,303)	(7,626,303)	(7,219,463)	-	(7,219,463)	146,840	-2.0%	146,840	-2.0%
Total Revenue	(10,539,065)	(8,291,778)	(7,466,303)	(7,726,303)	(7,319,463)	-	(7,319,463)	146,840	-2.0%	146,840	-2.0%
Net Program Expenditures	\$ 83,201,469	\$ 85,815,035	\$ 90,949,221	\$ 90,949,221	\$ 92,634,344	\$ 60,000	\$ 92,694,344	\$ 1,685,122	1.9%	\$ 1,745,122	1.9%

Public Works Department - Tax	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	52.6		52.6	-	52.6	-	0.0%



Road Operations

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Road Operations	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 3,423,304	\$ 803,527	\$ 1,397,680	\$ 1,337,680	\$ 1,429,830	\$ -	\$ 1,429,830	\$ 32,150	2.3%	\$ 32,150	2.3%
Materials & Supplies	1,197,277	1,355,144	1,333,007	1,533,007	1,513,350	-	1,513,350	180,343	13.5%	180,343	13.5%
Purchased Services	12,358,578	15,804,869	17,744,837	16,725,890	22,680,817	-	22,680,817	4,935,980	27.8%	4,935,980	27.8%
Financial and Rent Expenses	192	5,337	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	16,979,351	17,968,877	20,475,524	19,596,577	25,623,997	-	25,623,997	5,148,473	25.1%	5,148,473	25.1%
Allocated Charges / Recoveries	(2,467,368)	1,873,570	1,439,148	1,439,148	1,396,476	-	1,396,476	(42,672)	-3.0%	(42,672)	-3.0%
Corporate Support	1,745,157	897,890	977,802	977,802	1,082,357	-	1,082,357	104,555	10.7%	104,555	10.7%
Transfers to Reserves-Operating	2,239,645	4,273,014	5,763,400	5,763,400	6,762,300	-	6,762,300	998,900	17.3%	998,900	17.3%
Transfer from Reserves - Operating	(952,000)	(5,867,915)	(6,325,837)	(5,372,890)	(10,830,217)	-	(10,830,217)	(4,504,380)	71.2%	(4,504,380)	71.2%
Gross Operating Expenditures	17,544,785	19,145,436	22,330,037	22,404,037	24,034,913	-	24,034,913	1,704,876	7.6%	1,704,876	7.6%
Transfer to Reserves - Capital	27,115,625	27,116,266	27,118,121	27,118,121	27,118,794	-	27,118,794	673	0.0%	673	0.0%
Transfer from Reserves - Capital	(357,309)	(357,309)	(357,309)	(357,309)	(357,309)	-	(357,309)	-	0.0%	-	0.0%
Debt Charges	859,408	858,652	860,560	860,560	859,576	-	859,576	(984)	-0.1%	(984)	-0.1%
Capital Expenditures	27,617,725	27,617,609	27,621,372	27,621,372	27,621,061	-	27,621,061	(311)	0.0%	(311)	0.0%
Total Gross Expenditures	45,162,509	46,763,045	49,951,409	50,025,409	51,655,974	-	51,655,974	1,704,564	3.4%	1,704,564	3.4%
Subsidy Revenue	(449,808)	(98,671)	(100,000)	(100,000)	(100,000)	-	(100,000)	-	0.0%	-	0.0%
Other Revenue	(287,670)	(385,299)	(243,400)	(317,400)	(265,250)	-	(265,250)	(21,850)	9.0%	(21,850)	9.0%
Total Revenue	(737,478)	(483,970)	(343,400)	(417,400)	(365,250)	-	(365,250)	(21,850)	6.4%	(21,850)	6.4%
Net Program Expenditures	\$ 44,425,031	\$ 46,279,075	\$ 49,608,009	\$ 49,608,009	\$ 51,290,724	\$ -	\$ 51,290,724	\$ 1,682,714	3.4%	\$ 1,682,714	3.4%

Road Operations	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget	Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	14.0		14.0	-	14.0	-	0.0%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Road Operations								
Personnel Services	\$ 1,397,680	\$ 1,337,680	\$ 1,429,830	\$ -	\$ 1,429,830	\$ 32,150	2.3%	
Materials & Supplies	1,333,007	1,533,007	1,513,350	-	1,513,350	180,343	13.5%	Hydro increase for Transportation street lights and traffic signals, offset by LED light conversion savings of (\$42,000).
Purchased Services	17,744,837	16,725,890	22,680,817	-	22,680,817	4,935,980	27.8%	Increase in Regional and local maintenance costs of \$409,000 and \$4.5 million increase to support road resurfacing as planned in the 10-year forecast program.
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	20,475,524	19,596,577	25,623,997	-	25,623,997	5,148,473	25.1%	
Allocated Charges/Recoveries	1,439,148	1,439,148	1,396,476	-	1,396,476	(42,672)	-3.0%	Reduction in risk management charge based on lower costs and IT charge based on lower anticipated demand offset slightly by higher fleet charges.
Corporate Support	977,802	977,802	1,082,357	-	1,082,357	104,555	10.7%	Reflects increase for 3 FTEs (2016 SIF) resulting in increase in PC charge and increase in gross costs driven by hydro and maintenance costs.
Transfer to Reserves - Operating	5,763,400	5,763,400	6,762,300	-	6,762,300	998,900	17.3%	Increased transfer to road resurfacing reserve to provide sustainable funding for the program.
Transfer from Reserves - Operating	(6,325,837)	(5,372,890)	(10,830,217)	-	(10,830,217)	(4,504,380)	71.2%	Increased reserve transfer to finance the 2017 road resurfacing program.
Gross Operating Expenditures	22,330,037	22,404,037	24,034,913	-	24,034,913	1,704,876	7.6%	
Transfer to Reserves - Capital	27,118,121	27,118,121	27,118,794	-	27,118,794	673	0.0%	
Transfer from Reserves - Capital	(357,309)	(357,309)	(357,309)	-	(357,309)	-	0.0%	
Debt Charges	860,560	860,560	859,576	-	859,576	(984)	-0.1%	
Capital Expenditures	27,621,372	27,621,372	27,621,061	-	27,621,061	(311)	0.0%	
Total Gross Expenditures	49,951,409	50,025,409	51,655,974	-	51,655,974	1,704,564	3.4%	
Subsidy Revenue	(100,000)	(100,000)	(100,000)	-	(100,000)	-	0.0%	
Other Revenue	(243,400)	(317,400)	(265,250)	-	(265,250)	(21,850)	9.0%	Increased recoveries from external parties for Regional property damages and increased permit revenue based on actual trend.
Total Revenue	(343,400)	(417,400)	(365,250)	-	(365,250)	(21,850)	6.4%	
Net Program Expenditures	\$ 49,608,009	\$ 49,608,009	\$ 51,290,724	\$ -	\$ 51,290,724	\$ 1,682,714	3.4%	

Waste Management

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Waste Management	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 3,599,556	\$ 3,603,361	\$ 3,748,560	\$ 3,723,560	\$ 3,753,520	\$ 10,010	\$ 3,763,530	\$ 4,960	0.1%	\$ 14,970	0.4%
Materials & Supplies	929,789	1,003,593	1,932,560	1,923,560	1,107,110	-	1,107,110	(825,450)	-42.7%	(825,450)	-42.7%
Purchased Services	31,266,179	28,597,146	31,125,285	29,725,285	31,230,124	49,990	31,280,114	104,839	0.3%	154,829	0.5%
Financial and Rent Expenses	111,079	41,135	175,000	150,000	150,000	-	150,000	(25,000)	-14.3%	(25,000)	-14.3%
Grants & Assistance	226,256	265,372	244,000	244,000	259,600	-	259,600	15,600	6.4%	15,600	6.4%
Total Direct Costs	36,132,859	33,510,607	37,225,405	35,766,405	36,500,354	60,000	36,560,354	(725,051)	-1.9%	(665,051)	-1.8%
Allocated Charges / Recoveries	1,131,651	409,862	1,045,681	1,053,681	449,732	-	449,732	(595,948)	-57.0%	(595,948)	-57.0%
Corporate Support	3,464,580	3,586,393	3,801,419	3,801,419	4,056,197	-	4,056,197	254,778	6.7%	254,778	6.7%
Transfers to Reserves-Operating	1,082,635	3,050,605	496,360	2,133,360	496,360	-	496,360	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	(930,950)	(930,950)	-	-	-	930,950	-100.0%	930,950	-100.0%
Gross Operating Expenditures	41,811,725	40,557,468	41,637,914	41,823,914	41,502,643	60,000	41,562,643	(135,271)	-0.3%	(75,271)	-0.2%
Transfer to Reserves - Capital	6,766,300	6,786,300	6,826,200	6,826,200	6,831,200	-	6,831,200	5,000	0.1%	5,000	0.1%
Transfer from Reserves - Capital	-	-	-	-	(36,010)	-	(36,010)	(36,010)		(36,010)	
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	6,766,300	6,786,300	6,826,200	6,826,200	6,795,190	-	6,795,190	(31,010)	-0.5%	(31,010)	-0.5%
Total Gross Expenditures	48,578,025	47,343,768	48,464,114	48,650,114	48,297,833	60,000	48,357,833	(166,281)	-0.3%	(106,281)	-0.2%
Subsidy Revenue	(2,461,733)	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(7,339,854)	(7,807,808)	(7,122,903)	(7,308,903)	(6,954,213)	-	(6,954,213)	168,690	-2.4%	168,690	-2.4%
Total Revenue	(9,801,587)	(7,807,808)	(7,122,903)	(7,308,903)	(6,954,213)	-	(6,954,213)	168,690	-2.4%	168,690	-2.4%
Net Program Expenditures	\$ 38,776,438	\$ 39,535,960	\$ 41,341,211	\$ 41,341,211	\$ 41,343,620	\$ 60,000	\$ 41,403,620	\$ 2,409	0.0%	\$ 62,409	0.2%

Waste Management	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget	Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	38.6		38.6	-	38.6	-	0.0%



Budget Change Report

Waste Management	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 3,748,560	\$ 3,723,560	\$ 3,753,520	\$ 10,010	\$ 3,763,530	\$ 14,970	0.4%	The base budget increase mostly offset by the removal of 2016 one-time funding for the Landfill Sunday opening pilot project.
Materials & Supplies	1,932,560	1,923,560	1,107,110	-	1,107,110	(825,450)	-42.7%	Removal of one-time funding to purchase wheeled carts for implementation of waste collection service for Commercial and Business improvement Areas (PW 18-15) (\$800,000) and favourable pricing for blue box and green cart purchases (\$20,100).
Purchased Services	31,125,285	29,725,285	31,230,124	49,990	31,280,114	154,829	0.5%	
Financial and Rent Expenses	175,000	150,000	150,000	-	150,000	(25,000)	-14.3%	Reduction in leased equipment costs due to lower anticipated need.
Grants & Assistance	244,000	244,000	259,600	-	259,600	15,600	6.4%	Increase in the Waste Diversion Fund for Non-Profit Organizations (PW-26-15) based on increase in tipping fee.
Total Direct Costs	37,225,405	35,766,405	36,500,354	60,000	36,560,354	(665,051)	-1.8%	
Allocated Charges/Recoveries	1,045,681	1,053,681	449,732	-	449,732	(595,948)	-57.0%	Decrease due to Advertising charge moved from Allocated charges to Corporate Support
Corporate Support	3,801,419	3,801,419	4,056,197	-	4,056,197	254,778	6.7%	Reflects increase in Advertising moved from Allocated charges
Transfer to Reserves - Operating	496,360	2,133,360	496,360	-	496,360	-	0.0%	
Transfer from Reserves - Operating	(930,950)	(930,950)	-	-	-	930,950	-100.0%	Removal of Tax Stabilization Reserve transfer to fund one-time purchase of wheeled carts (PW 18-15) (\$800,000) and Landfill Sunday opening pilot project (\$130,950).
Gross Operating Expenditures	41,637,914	41,823,914	41,502,643	60,000	41,562,643	(75,271)	-0.2%	
Transfer to Reserves - Capital	6,826,200	6,826,200	6,831,200	-	6,831,200	5,000	0.1%	Increase to support the purchase of new and replacement vehicles.
Transfer from Reserves - Capital	-	-	(36,010)	-	(36,010)	(36,010)	0.0%	Increase for new Waste Mgmt. DC revenues for Waste Diversion Contract Vehicles
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	6,826,200	6,826,200	6,795,190	-	6,795,190	(31,010)	-0.5%	
Total Gross Expenditures	48,464,114	48,650,114	48,297,833	60,000	48,357,833	(106,281)	-0.2%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(7,122,903)	(7,308,903)	(6,954,213)	-	(6,954,213)	168,690	-2.4%	Decrease in WDO blue box revenue of \$148,500 due to reduction in net Regional costs based on lower blue box tonnages and lower promotion/education costs. \$114,000 decrease Waste Electrical and Electrical Equipment (WEEE) revenue due to lower per tonne rate and decreased recoveries from the school board due to lower waste collection costs. The decreased revenues are offset by increased container station revenues due to increased tonnages.
Total Revenue	(7,122,903)	(7,308,903)	(6,954,213)	-	(6,954,213)	168,690	-2.4%	
Net Program Expenditures	\$ 41,341,211	\$ 41,341,211	\$ 41,343,620	\$ 60,000	\$ 41,403,620	\$ 62,409	0.2%	

Strategic Investment

Landfill Sunday Opening

Funding Source

Tax

Program Details

Department	Public Works
Division	Waste Management & Road Operations
Program	Landfill Sunday Opening
Cost Centre	257315

Complement Details

Position Title	
FTE Impact	N/A
Personnel Group	OCT/MMSG

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 10,010	\$ 10,010
Materials & Supplies	-	-
Purchased Services	49,990	49,990
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	60,000	60,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	60,000	60,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 60,000	\$ 60,000

Business Case

Recommendation:

Approve the Halton Waste Management Site (HWMS) to be open on Sundays from 8:00 a.m. to 12:00 p.m. in the months of May and June effective as of May 2017 as set out in Report No. PW-40-16 (re: "Feasibility Study for the Halton Waste Management Site Sunday Opening Pilot Project").

Need:

The HWMS was open as a pilot project between the hours of 8:00 a.m. to 12:00 p.m. for 13 consecutive Sundays from April 17, 2016 through to July 10, 2016. On average 300 customers shifted from visiting the HWMS on Saturday to Sunday weekly.

Opening the HWMS permanently on Sunday from 8:00 a.m. to 12 p.m. during the months of May and June will provide an increased level of service by allowing a greater time period for residents to dispose of their waste materials throughout the week allowing for more convenient operating hours, distributing traffic more evenly and decreasing the wait times on Saturdays and Monday mornings.

Sunday opening will provide an increase in customer service.

Implications:

The Region will need to hire casual/temporary workers, and will require a greater demand on overtime for existing staff, resulting in an additional increase in HWMS operational costs of \$60,000.

For the HWMS to be open on Sundays, it will be subject to approval from the Ministry of the Environment and Climate Change to amend the operating hours for the HWMS.

Alternatives:

Option 1: Open Sunday mornings from April to September - this is not recommended as it would significantly impact existing resources. Additional staff and resources would be required resulting in increased budgetary costs. Option 2: Open Sunday mornings the entire year - this is not recommended as the 6 months outside of April to September are the slowest months at the HWMS and would result in a significant impact to existing resources, require additional staff and affect any existing or future contracts.

Reference:

Report No. PW-40-16 (re: "Feasibility Study for the Halton Waste Management Site Sunday Opening Pilot Project").

HALTON REGION

Budget and Business Plan **2017**

Corporate Administration

Corporate Administration

Consolidated Summary

Net Dollars	2014		2015		2016		2017			Change		
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved			
Corporate Administration												
Personnel Services	\$ 31,721,409	\$ 34,309,235	\$ 37,891,050	\$ 37,094,833	\$ 38,728,260	\$ 408,770	\$ 39,137,030	\$ 837,210	2.2%	\$ 1,245,980	3.3%	
Materials & Supplies	5,682,615	6,056,869	6,367,308	6,341,217	6,625,363	283,834	6,909,197	258,055	4.1%	541,889	8.5%	
Purchased Services	12,499,984	12,112,253	14,417,140	13,707,759	14,532,511	35,000	14,567,511	115,371	0.8%	150,371	1.0%	
Financial and Rent Expenses	2,385,477	2,437,311	3,003,991	2,959,991	2,988,991	-	2,988,991	(15,000)	-0.5%	(15,000)	-0.5%	
Grants & Assistance	62,966	67,690	70,300	70,300	70,300	-	70,300	-	0.0%	-	0.0%	
Total Direct Costs	52,352,451	54,983,359	61,749,789	60,174,100	62,945,425	727,604	63,673,029	1,195,636	1.9%	1,923,240	3.1%	
Allocated Charges / Recoveries	(17,287,788)	(16,777,794)	(18,552,496)	(18,493,496)	(17,669,886)	-	(17,669,886)	882,610	-4.8%	882,610	-4.8%	
Corporate Support	(41,007,477)	(43,436,277)	(45,295,866)	(45,295,866)	(47,665,763)	(427,604)	(48,093,367)	(2,369,897)	5.2%	(2,797,501)	6.2%	
Transfers to Reserves-Operating	1,058,233	1,011,097	53,400	53,400	40,200	-	40,200	(13,200)	-24.7%	(13,200)	-24.7%	
Transfer from Reserves - Operating	(1,078,184)	(1,036,195)	(889,400)	(889,400)	(902,600)	(300,000)	(1,202,600)	(13,200)	1.5%	(313,200)	35.2%	
Gross Operating Expenditures	(5,962,764)	(5,255,810)	(2,934,573)	(4,451,262)	(3,252,624)	-	(3,252,624)	(318,052)	10.8%	(318,052)	10.8%	
Transfer to Reserves - Capital	7,232,681	6,359,978	6,490,688	6,490,688	6,772,706	-	6,772,706	282,018	4.3%	282,018	4.3%	
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Capital Expenditures	7,232,681	6,359,978	6,490,688	6,490,688	6,772,706	-	6,772,706	282,018	4.3%	282,018	4.3%	
Total Gross Expenditures	1,269,916	1,104,168	3,556,115	2,039,426	3,520,082	-	3,520,082	(36,034)	-1.0%	(36,034)	-1.0%	
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Other Revenue	(2,494,232)	(3,362,124)	(3,556,115)	(3,597,015)	(3,520,082)	-	(3,520,082)	36,033	-1.0%	36,033	-1.0%	
Total Revenue	(2,494,232)	(3,362,124)	(3,556,115)	(3,597,015)	(3,520,082)	-	(3,520,082)	36,033	-1.0%	36,033	-1.0%	
Net Program Expenditures	\$ (1,224,315)	\$ (2,257,956)	\$ -	\$ (1,557,589)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%	

Corporate Administration	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget	Requested Budget	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	349.8	352.8	350.8	2.0	352.8	1.0	0.3%



Finance Department

Departmental Summary

Net Dollars	2014		2015		2016		2017			Change	
Finance Department	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 13,644,982	\$ 14,149,673	\$ 14,835,740	\$ 14,639,240	\$ 15,223,300	\$ -	\$ 15,223,300	\$ 387,560	2.6%	\$ 387,560	2.6%
Materials & Supplies	1,520,686	1,670,359	1,733,641	1,709,641	1,799,222	265,000	2,064,222	65,581	3.8%	330,581	19.1%
Purchased Services	3,814,433	4,181,805	4,913,250	4,731,250	5,042,704	35,000	5,077,704	129,454	2.6%	164,454	3.3%
Financial and Rent Expenses	318,868	316,270	375,500	331,500	360,500	-	360,500	(15,000)	-4.0%	(15,000)	-4.0%
Grants & Assistance	221	195	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	19,299,189	20,318,302	21,858,131	21,411,631	22,425,726	300,000	22,725,726	567,595	2.6%	867,595	4.0%
Allocated Charges / Recoveries	(4,951,076)	(5,414,425)	(5,821,490)	(5,762,490)	(5,811,757)	-	(5,811,757)	9,733	-0.2%	9,733	-0.2%
Corporate Support	(16,517,591)	(17,078,048)	(17,851,516)	(17,851,516)	(18,592,962)	-	(18,592,962)	(741,446)	4.2%	(741,446)	4.2%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(8,940)	(8,300)	-	-	-	(300,000)	(300,000)	-	0.0%	(300,000)	
Gross Operating Expenditures	(2,178,417)	(2,182,471)	(1,814,875)	(2,202,375)	(1,978,993)	-	(1,978,993)	(164,118)	9.0%	(164,118)	9.0%
Transfer to Reserves - Capital	2,927,207	2,673,715	2,735,325	2,735,325	2,928,743	-	2,928,743	193,418	7.1%	193,418	7.1%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	2,927,207	2,673,715	2,735,325	2,735,325	2,928,743	-	2,928,743	193,418	7.1%	193,418	7.1%
Total Gross Expenditures	748,790	491,244	920,450	532,950	949,750	-	949,750	29,300	3.2%	29,300	3.2%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(1,009,393)	(892,793)	(920,450)	(930,950)	(949,750)	-	(949,750)	(29,300)	3.2%	(29,300)	3.2%
Total Revenue	(1,009,393)	(892,793)	(920,450)	(930,950)	(949,750)	-	(949,750)	(29,300)	3.2%	(29,300)	3.2%
Net Program Expenditures	\$ (260,603)	\$ (401,549)	\$ -	\$ (398,000)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Finance Department	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	140.4		141.0	-	141.0	0.6	0.4%



Financial Planning & Budgets

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Financial Planning & Budgets	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 4,006,210	\$ 4,104,363	\$ 4,421,444	\$ 4,313,991	\$ 4,535,205	\$ -	\$ 4,535,205	\$ 113,761	2.6%	\$ 113,761	2.6%
Materials & Supplies	30,604	25,555	45,282	45,284	45,276	-	45,276	(6)	0.0%	(6)	0.0%
Purchased Services	369,267	269,316	268,403	290,499	273,588	-	273,588	5,185	1.9%	5,185	1.9%
Financial and Rent Expenses	161,699	185,530	207,000	163,000	207,000	-	207,000	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	4,567,780	4,584,764	4,942,129	4,812,773	5,061,069	-	5,061,069	118,940	2.4%	118,940	2.4%
Allocated Charges / Recoveries	(2,966,759)	(3,082,485)	(3,177,612)	(3,118,614)	(3,300,680)	-	(3,300,680)	(123,068)	3.9%	(123,068)	3.9%
Corporate Support	(1,137,917)	(1,164,172)	(1,187,417)	(1,186,060)	(1,180,289)	-	(1,180,289)	7,129	-0.6%	7,129	-0.6%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(8,940)	(8,300)	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	454,164	329,807	577,100	508,100	580,100	-	580,100	3,000	0.5%	3,000	0.5%
Transfer to Reserves - Capital	40,000	40,000	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	40,000	40,000	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	494,164	369,807	577,100	508,100	580,100	-	580,100	3,000	0.5%	3,000	0.5%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(551,807)	(302,910)	(577,100)	(567,100)	(580,100)	-	(580,100)	(3,000)	0.5%	(3,000)	0.5%
Total Revenue	(551,807)	(302,910)	(577,100)	(567,100)	(580,100)	-	(580,100)	(3,000)	0.5%	(3,000)	0.5%
Net Program Expenditures	\$ (57,642)	\$ 66,897	\$ -	\$ (59,000)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Financial Planning & Budgets	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	39.0		39.0	-	39.0	-	0.0%



Budget Change Report

Financial Planning & Budgets	2016		2017			Change in Budget		Comments	
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved			
Personnel Services	4,421,444	\$ 4,313,991	\$ 4,535,205	\$ -	\$ 4,535,205	\$ 113,761	2.6%	Increase in credit rating services based on actual trend	
Materials & Supplies	45,282	45,284	45,276	-	45,276	(6)	0.0%		
Purchased Services	268,403	290,499	273,588	-	273,588	5,185	1.9%		
Financial and Rent Expenses	207,000	163,000	207,000	-	207,000	-	0.0%		
Grants & Assistance	-	-	-	-	-	-	0.0%		
Total Direct Costs	4,942,129	4,812,773	5,061,069	-	5,061,069	118,940	2.4%		
Allocated Charges/Recoveries	(3,177,612)	(3,118,614)	(3,300,680)	-	(3,300,680)	(123,068)	3.9%		Increase in program support costs to reflect actual demand
Corporate Support	(1,187,417)	(1,186,060)	(1,180,289)	-	(1,180,289)	7,129	-0.6%		
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%		
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%		
Gross Operating Expenditures	577,100	508,100	580,100	-	580,100	3,000	0.5%		
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%		
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%		
Debt Charges	-	-	-	-	-	-	0.0%		
Capital Expenditures	-	-	-	-	-	-	0.0%		
Total Gross Expenditures	577,100	508,100	580,100	-	580,100	3,000	0.5%		
Subsidy Revenue	-	-	-	-	-	-	0.0%		
Other Revenue	(577,100)	(567,100)	(580,100)	-	(580,100)	(3,000)	0.5%		
Total Revenue	(577,100)	(567,100)	(580,100)	-	(580,100)	(3,000)	0.5%		
Net Program Expenditures	\$ -	\$ (59,000)	\$ -	\$ -	\$ -	\$ -	0.0%		

Financial, Purchasing & Payroll Services

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Financial, Purchasing & Payroll Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 4,420,485	\$ 4,692,897	\$ 4,786,534	\$ 4,876,596	\$ 4,920,110	\$ -	\$ 4,920,110	\$ 133,575	2.8%	\$ 133,575	2.8%
Materials & Supplies	25,517	25,707	33,331	33,333	33,327	-	33,327	(4)	0.0%	(4)	0.0%
Purchased Services	437,259	493,701	507,215	507,271	514,748	-	514,748	7,534	1.5%	7,534	1.5%
Financial and Rent Expenses	-	23	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	221	195	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	4,883,482	5,212,522	5,327,080	5,417,200	5,468,185	-	5,468,185	141,105	2.6%	141,105	2.6%
Allocated Charges / Recoveries	(300,897)	(461,968)	(519,154)	(519,154)	(523,478)	-	(523,478)	(4,324)	0.8%	(4,324)	0.8%
Corporate Support	(4,289,260)	(4,391,846)	(4,703,376)	(4,707,996)	(4,813,857)	-	(4,813,857)	(110,481)	2.3%	(110,481)	2.3%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	293,326	358,708	104,550	190,050	130,850	-	130,850	26,300	25.2%	26,300	25.2%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	293,326	358,708	104,550	190,050	130,850	-	130,850	26,300	25.2%	26,300	25.2%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(243,461)	(218,962)	(104,550)	(125,050)	(130,850)	-	(130,850)	(26,300)	25.2%	(26,300)	25.2%
Total Revenue	(243,461)	(218,962)	(104,550)	(125,050)	(130,850)	-	(130,850)	(26,300)	25.2%	(26,300)	25.2%
Net Program Expenditures	\$ 49,864	\$ 139,746	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Financial, Purchasing & Payroll Services	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	49.0		49.0	-	49.0	-	0.0%



Budget Change Report

Financial Reporting, Purchasing & Payroll Services	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 4,786,534	\$ 4,876,596	\$ 4,920,110	\$ -	\$ 4,920,110	\$ 133,575	2.8%	
Materials & Supplies	33,331	33,333	33,327	-	33,327	(4)	0.0%	
Purchased Services	507,215	507,271	514,748	-	514,748	7,534	1.5%	Inflationary increase in contracted services for audit and payroll
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	5,327,080	5,417,200	5,468,185	-	5,468,185	141,105	2.6%	
Allocated Charges/Recoveries	(519,154)	(519,154)	(523,478)	-	(523,478)	(4,324)	0.8%	Increase in program support costs to reflect actual demand offset by decrease in Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	(4,703,376)	(4,707,996)	(4,813,857)	-	(4,813,857)	(110,481)	2.3%	Reflects an increase in recoveries based on 1 FTE increase (2016 Budget Change)
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	104,550	190,050	130,850	-	130,850	26,300	25.2%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	104,550	190,050	130,850	-	130,850	26,300	25.2%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(104,550)	(125,050)	(130,850)	-	(130,850)	(26,300)	25.2%	Increase in GST refunds based on actual trend and an increase in fees realized from increased Bid documents download, partially offset by a decrease in Discount Earned on payables as fewer vendor discounts are realized.
Total Revenue	(104,550)	(125,050)	(130,850)	-	(130,850)	(26,300)	25.2%	
Net Program Expenditures	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	0.0%	

Information Technology

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change			
Information Technology	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved			
Personnel Services	\$ 5,218,287	\$ 5,352,413	\$ 5,627,762	\$ 5,448,653	\$ 5,767,985	\$ -	\$ 5,767,985	\$ 140,224	2.5%	\$ 140,224	2.5%		
Materials & Supplies	1,464,564	1,619,097	1,655,028	1,631,024	1,720,619	265,000	1,985,619	65,591	4.0%	330,591	20.0%		
Purchased Services	3,007,906	3,418,789	4,137,632	3,933,480	4,254,368	35,000	4,289,368	116,736	2.8%	151,736	3.7%		
Financial and Rent Expenses	157,169	130,717	168,500	168,500	153,500	-	153,500	(15,000)	-8.9%	(15,000)	-8.9%		
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Total Direct Costs	9,847,927	10,521,017	11,588,922	11,181,657	11,896,472	300,000	12,196,472	307,550	2.7%	607,550	5.2%		
Allocated Charges / Recoveries	(1,683,420)	(1,869,972)	(2,124,724)	(2,124,722)	(1,987,599)	-	(1,987,599)	137,125	-6.5%	137,125	-6.5%		
Corporate Support	(11,090,414)	(11,522,030)	(11,960,723)	(11,957,460)	(12,598,816)	-	(12,598,816)	(638,094)	5.3%	(638,094)	5.3%		
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer from Reserves - Operating	-	-	-	-	-	(300,000)	(300,000)	-	0.0%	(300,000)	0.0%		
Gross Operating Expenditures	(2,925,907)	(2,870,985)	(2,496,525)	(2,900,525)	(2,689,943)	-	(2,689,943)	(193,418)	7.7%	(193,418)	7.7%		
Transfer to Reserves - Capital	2,887,207	2,633,715	2,735,325	2,735,325	2,928,743	-	2,928,743	193,418	7.1%	193,418	7.1%		
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Capital Expenditures	2,887,207	2,633,715	2,735,325	2,735,325	2,928,743	-	2,928,743	193,418	7.1%	193,418	7.1%		
Total Gross Expenditures	(38,700)	(237,270)	238,800	(165,200)	238,800	-	238,800	-	0.0%	-	0.0%		
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Other Revenue	(214,125)	(370,921)	(238,800)	(238,800)	(238,800)	-	(238,800)	-	0.0%	-	0.0%		
Total Revenue	(214,125)	(370,921)	(238,800)	(238,800)	(238,800)	-	(238,800)	-	0.0%	-	0.0%		
Net Program Expenditures	\$ (252,825)	\$ (608,191)	\$ -	\$ (404,000)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%		

Information Technology	2016		2017			Change			
Staff Complement (F.T.E.)	Approved Budget	Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Total	49.4	50.0	50.0	-	50.0	0.6	1.2%	0.6	1.2%



Budget Change Report

Information Technology	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 5,627,762	\$ 5,448,653	\$ 5,767,985	\$ -	\$ 5,767,985	\$ 140,224	2.5%	
Materials & Supplies	1,655,028	1,631,024	1,720,619	265,000	1,985,619	330,591	20.0%	Increase due to IT Mobile Strategy proposed in Strategic Investment, and an increase in SCADA lines and Bell telephone and data line maintenance costs, partially offset by reduction for new methodology for new laptops and desktops (moved to the direct charge model)
Purchased Services	4,137,632	3,933,480	4,254,368	35,000	4,289,368	151,736	3.7%	Increase of \$219,000 for equipment and software maintenance, Learning Management System, and computing services, and an increase of \$35,000 for IT Mobile Strategy proposed in Strategic Investment, partially offset by savings of (\$102,000) in the Geospatial Mapping Data program
Financial and Rent Expenses	168,500	168,500	153,500	-	153,500	(15,000)	-8.9%	Reduction in equipment rental/leases as a result of a new contract.
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	11,588,922	11,181,657	11,896,472	300,000	12,196,472	607,550	5.2%	
Allocated Charges/Recoveries	(2,124,724)	(2,124,723)	(1,987,599)	-	(1,987,599)	137,125	-6.5%	Decrease due to Photocopy charges moved from Allocated charges to Corporate Support .
Corporate Support	(11,960,723)	(11,957,460)	(12,598,816)	-	(12,598,816)	(638,093)	5.3%	Reflects an increase in recovery based on program support costs for telephone, datalines, software/hardware maintenance and photocopy costs moved from allocated costs.
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	(300,000)	(300,000)	(300,000)	100.0%	One-time increase for IT Mobile Strategy proposed in Strategic Investment
Gross Operating Expenditures	(2,496,525)	(2,900,525)	(2,689,943)	-	(2,689,943)	(193,418)	7.7%	
Transfer to Reserves - Capital	2,735,325	2,735,325	2,928,743	-	2,928,743	193,418	7.1%	Increase to support corporate and program specific technology capital requirements.
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	2,735,325	2,735,325	2,928,743	-	2,928,743	193,418	7.1%	
Total Gross Expenditures	238,800	(165,200)	238,800	-	238,800	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(238,800)	(238,800)	(238,800)	-	(238,800)	-	0.0%	
Total Revenue	(238,800)	(238,800)	(238,800)	-	(238,800)	-	0.0%	
Net Program Expenditures	\$ -	\$ (404,000)	\$ -	\$ -	\$ -	\$ -	0.0%	

Strategic Investment

IT Mobile Strategy

Funding Source

Tax

Program Details

Department	Finance
Division	Information Technology
Program	Operations
Cost Centre	

Complement Details

Position Title	
FTE Impact	N/A
Personnel Group	

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	265,000	182,000
Purchased Services	35,000	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	300,000	182,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	(300,000)	-
Gross Operating Expenditures	-	182,000
Transfer to Reserves - Capital	-	60,000
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	60,000
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ 242,000

Business Case

Recommendation:

Approve the continued phased implementation of Halton Region's IT Mobile Strategy to improve delivery of services.

Need:

The consumerization of mobile devices such as smartphones and tablets has accelerated availability, choice and expectations of the government's ability to provide services to citizens and staff through these devices. Worldwide, more new mobile devices are purchased than desktops and notebooks and this trend is expected to continue.

The promise of enhanced productivity and efficiency through decreased travel time, approval times, accuracy and time to service fulfillment by providing the right information at the right time at the right location with mobile devices is what is driving the demand for more devices and applications in the field and in the office.

Connecting people and services is one of Halton Region's strategic priorities. More people are accessing Halton Region's services through mobile devices than the traditional desktop computers. The IT Mobile Strategy contributes to connecting people and services.

As part of the implementation of the Region's Information Technology Mobile Strategy, staff will investigate and implement mobile technology options at an estimated cost of \$300,000 to best facilitate the program requirements and delivery (such as service delivery by community-based staff in the Health department and LTC). In 2018, there will be an operating impact as the additional mobile devices will require air time cards and support related costs.

Implications:

Without a comprehensive IT Mobile Strategy, staff will continue to be at a disadvantage operating with manual and inefficient systems which increases the risks of inaccurate data, resident risks and loss of productivity. There is a higher risk of compliance issues related to communications and incomplete or inaccurate data.

Alternatives:

Another option is to delay/slowdown the implementation of the IT Mobile Strategy.

Reference:

Halton Region Strategic Action Plan 2015-2018 Shaping Halton's Future "Connecting People and Services"; Report No. 15-15 (re: "Paramedic Services 10 year-Master Plan"); Report No. MO-10-12 (re: Greater Toronto Area Dispatch Services Review") and Halton Region's Information Technology Business Plan.



CAO's Office

Departmental Summary

Net Dollars	2014		2015		2016		2017			Change	
CAO's Office	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 7,470,589	\$ 8,320,618	\$ 10,702,920	\$ 10,182,920	\$ 10,947,140	\$ 200,000	\$ 11,147,140	\$ 244,220	2.3%	\$ 444,220	4.2%
Materials & Supplies	289,341	310,505	414,340	404,340	414,340	-	414,340	-	0.0%	-	0.0%
Purchased Services	2,482,146	2,082,387	3,077,175	2,607,175	3,115,630	-	3,115,630	38,455	1.2%	38,455	1.2%
Financial and Rent Expenses	-	88	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	62,746	67,495	67,300	67,300	67,300	-	67,300	-	0.0%	-	0.0%
Total Direct Costs	10,304,822	10,781,093	14,261,735	13,261,735	14,544,410	200,000	14,744,410	282,675	2.0%	482,675	3.4%
Allocated Charges / Recoveries	(890,741)	(665,114)	(1,231,864)	(1,231,864)	(146,904)	-	(146,904)	1,084,960	-88.1%	1,084,960	-88.1%
Corporate Support	(9,654,101)	(11,371,473)	(12,122,302)	(12,122,302)	(13,476,737)	(200,000)	(13,676,737)	(1,354,435)	11.2%	(1,554,435)	12.8%
Transfers to Reserves-Operating	191,783	89,391	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(891,130)	(900,045)	(889,400)	(889,400)	(902,600)	-	(902,600)	(13,200)	1.5%	(13,200)	1.5%
Gross Operating Expenditures	(939,367)	(2,066,148)	18,169	(981,831)	18,169	-	18,169	-	0.0%	-	0.0%
Transfer to Reserves - Capital	4,000	104,000	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	4,000	104,000	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	(935,367)	(1,962,148)	18,169	(981,831)	18,169	-	18,169	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(3,622)	(11,370)	(18,169)	(106,169)	(18,169)	-	(18,169)	-	0.0%	-	0.0%
Total Revenue	(3,622)	(11,370)	(18,169)	(106,169)	(18,169)	-	(18,169)	-	0.0%	-	0.0%
Net Program Expenditures	\$ (938,989)	\$ (1,973,518)	\$ -	\$ (1,088,000)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

CAO's Office	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	97.4		97.8	-	97.8	0.4	0.4%



Policy Integration & Communications

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Policy Integration & Communications	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 3,726,242	\$ 4,039,351	\$ 4,771,774	\$ 4,615,110	\$ 4,991,982	\$ -	\$ 4,991,982	\$ 220,208	4.6%	\$ 220,208	4.6%
Materials & Supplies	217,181	210,530	276,570	276,863	276,570	-	276,570	-	0.0%	-	0.0%
Purchased Services	1,400,963	898,140	1,596,039	1,218,543	1,278,624	-	1,278,624	(317,416)	-19.9%	(317,416)	-19.9%
Financial and Rent Expenses	-	88	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	51,500	51,500	51,500	51,500	51,500	-	51,500	-	0.0%	-	0.0%
Total Direct Costs	5,395,885	5,199,610	6,695,884	6,162,016	6,598,676	-	6,598,676	(97,208)	-1.5%	(97,208)	-1.5%
Allocated Charges / Recoveries	(825,568)	(590,130)	(1,253,279)	(1,253,279)	(184,940)	-	(184,940)	1,068,339	-85.2%	1,068,339	-85.2%
Corporate Support	(4,477,274)	(5,001,695)	(5,424,436)	(5,177,787)	(6,395,567)	-	(6,395,567)	(971,132)	17.9%	(971,132)	17.9%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	93,044	(392,216)	18,169	(269,051)	18,169	-	18,169	-	0.0%	-	0.0%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	93,044	(392,216)	18,169	(269,051)	18,169	-	18,169	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(1,964)	(9,991)	(18,169)	(18,169)	(18,169)	-	(18,169)	-	0.0%	-	0.0%
Total Revenue	(1,964)	(9,991)	(18,169)	(18,169)	(18,169)	-	(18,169)	-	0.0%	-	0.0%
Net Program Expenditures	\$ 91,080	\$ (402,207)	\$ -	\$ (287,220)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Policy Integration & Communications	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	49.5		49.5	-	49.5	-	0.0%



Budget Change Report

Policy Integration & Communications	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	4,771,774	\$ 4,615,110	\$ 4,991,982	\$ -	\$ 4,991,982	\$ 220,208	4.6%	Reflects the realignment of resources in CAO's Office
Materials & Supplies	276,570	276,863	276,570	-	276,570	-	0.0%	
Purchased Services	1,596,039	1,218,543	1,278,624	-	1,278,624	(317,416)	-19.9%	Reduction in advertising costs to reflect actual trends, and centralization of staff training & development to HR
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	51,500	51,500	51,500	-	51,500	-	0.0%	
Total Direct Costs	6,695,884	6,162,016	6,598,676	-	6,598,676	(97,208)	-1.5%	
Allocated Charges/Recoveries	(1,253,279)	(1,253,279)	(184,940)	-	(184,940)	1,068,339	-85.2%	Reduction in Advertising recovery moved from Allocated charges to Corporate Support
Corporate Support	(5,424,436)	(5,177,787)	(6,395,567)	-	(6,395,567)	(971,132)	17.9%	Reflects increase in Advertising moved from Allocated recoveries
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	18,169	(269,051)	18,169	-	18,169	-	0.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	18,169	(269,051)	18,169	-	18,169	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(18,169)	(18,169)	(18,169)	-	(18,169)	-	0.0%	
Total Revenue	(18,169)	(18,169)	(18,169)	-	(18,169)	-	0.0%	
Net Program Expenditures	\$ -	\$ (287,220)	\$ -	\$ -	\$ -	\$ -	0.0%	

Internal Audit

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Internal Audit	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 427,101	\$ 549,513	\$ 545,633	\$ 546,864	\$ 558,832	\$ -	\$ 558,832	\$ 13,198	2.4%	\$ 13,198	2.4%
Materials & Supplies	3,712	6,214	4,698	4,703	4,698	-	4,698	-	0.0%	-	0.0%
Purchased Services	57,943	25,407	47,766	47,904	47,756	-	47,756	(9)	0.0%	(9)	0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	488,756	581,133	598,097	599,471	611,285	-	611,285	13,189	2.2%	13,189	2.2%
Allocated Charges / Recoveries	22	1,335	50	50	-	-	-	(50)	-100.0%	(50)	-100.0%
Corporate Support	(460,402)	(591,490)	(598,147)	(599,521)	(611,285)	-	(611,285)	(13,139)	2.2%	(13,139)	2.2%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	28,376	(9,021)	-	-	-	-	-	-	0.0%	-	0.0%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	28,376	(9,021)	-	-	-	-	-	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ 28,376	\$ (9,021)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Internal Audit	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	4.0		4.0	-	4.0	-	0.0%



Budget Change Report

Internal Audit	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 545,633	\$ 546,864	\$ 558,832	\$ -	\$ 558,832	\$ 13,198	2.4%	
Materials & Supplies	4,698	4,703	4,698	-	4,698	-	0.0%	
Purchased Services	47,766	47,904	47,756	-	47,756	(9)	0.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	598,097	599,471	611,285	-	611,285	13,189	2.2%	
Allocated Charges/Recoveries	50	50	-	-	-	(50)	-100.0%	Decrease due to Photocopy charge moved from Allocated charges to Corporate Support
Corporate Support	(598,147)	(599,521)	(611,285)	-	(611,285)	(13,139)	2.2%	Reflects increase in recoveries based on program costs
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	-	-	-	-	-	-	0.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	-	-	-	-	-	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
Total Revenue	-	-	-	-	-	-	0.0%	
Net Program Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	

Business Planning & Corporate Initiatives

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Business Planning & Corporate Initiatives	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 892,413	\$ 996,178	\$ 1,451,295	\$ 1,140,639	\$ 1,411,285	\$ -	\$ 1,411,285	\$ (40,010)	-2.8%	\$ (40,010)	-2.8%
Materials & Supplies	19,519	29,002	37,490	27,091	37,490	-	37,490	-	0.0%	-	0.0%
Purchased Services	149,925	173,302	320,418	224,542	320,355	-	320,355	(64)	0.0%	(64)	0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	1,061,857	1,198,482	1,809,203	1,392,273	1,769,130	-	1,769,130	(40,073)	-2.2%	(40,073)	-2.2%
Allocated Charges / Recoveries	1,495	30,436	33,934	33,934	28,436	-	28,436	(5,498)	-16.2%	(5,498)	-16.2%
Corporate Support	(1,953,557)	(2,440,069)	(1,843,137)	(2,202,876)	(1,797,566)	-	(1,797,566)	45,571	-2.5%	45,571	-2.5%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	(890,205)	(1,211,151)	-	(776,670)	-	-	-	-	0.0%	-	0.0%
Transfer to Reserves - Capital	4,000	104,000	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	4,000	104,000	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	(886,205)	(1,107,151)	-	(776,670)	-	-	-	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(1,658)	(1,379)	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	(1,658)	(1,379)	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ (887,863)	\$ (1,108,530)	\$ -	\$ (776,670)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Business Planning & Corporate Initiatives	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	10.0		10.0	-	10.0	-	0.0%



Budget Change Report

Business Planning & Corporate Initiatives	2016		2017			Change in Budget		Comments	
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved			
Personnel Services	\$ 1,451,295	\$ 1,140,639	\$ 1,411,285	\$ -	\$ 1,411,285	\$ (40,010)	-2.8%	Reflects the realignment of resources in CAO's office.	
Materials & Supplies	37,490	27,091	37,490	-	37,490	-	0.0%		
Purchased Services	320,418	224,542	320,355	-	320,355	(64)	0.0%		
Financial and Rent Expenses	-	-	-	-	-	-	0.0%		
Grants & Assistance	-	-	-	-	-	-	0.0%		
Total Direct Costs	1,809,203	1,392,273	1,769,130		1,769,130	(40,073)	-2.2%		
Allocated Charges/Recoveries	33,934	33,934	28,436	-	28,436	(5,498)	-16.2%		Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	(1,843,137)	(2,202,876)	(1,797,566)	-	(1,797,566)	45,571	-2.5%		
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%		
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%		
Gross Operating Expenditures	-	(776,670)	-		-	-	0.0%		
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%		
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%		
Debt Charges	-	-	-	-	-	-	0.0%		
Capital Expenditures	-	-	-		-	-	0.0%		
Total Gross Expenditures	-	(776,670)	-		-	-	0.0%		
Subsidy Revenue	-	-	-	-	-	-	0.0%		
Other Revenue	-	-	-	-	-	-	0.0%		
Total Revenue	-	-	-		-	-	0.0%		
Net Program Expenditures	\$ -	\$ (776,670)	\$ -		\$ -	\$ -	0.0%		

Human Resources

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Human Resources											
Personnel Services	\$ 2,424,833	\$ 2,735,576	\$ 3,934,218	\$ 3,880,307	\$ 3,985,041	\$ 200,000	\$ 4,185,041	\$ 50,824	1.3%	\$ 250,824	6.4%
Materials & Supplies	48,930	64,759	95,582	95,683	95,582	-	95,582	-	0.0%	-	0.0%
Purchased Services	873,315	985,538	1,112,952	1,116,186	1,468,895	-	1,468,895	355,944	32.0%	355,944	32.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	11,246	15,995	15,800	15,800	15,800	-	15,800	-	0.0%	-	0.0%
Total Direct Costs	3,358,324	3,801,868	5,158,551	5,107,976	5,565,318	200,000	5,765,318	406,767	7.9%	606,767	11.8%
Allocated Charges / Recoveries	(66,691)	(106,755)	(12,568)	(12,568)	9,600	-	9,600	22,168	-176.4%	22,168	-176.4%
Corporate Support	(2,762,868)	(3,338,219)	(4,256,583)	(4,142,117)	(4,672,318)	(200,000)	(4,872,318)	(415,736)	9.8%	(615,736)	14.5%
Transfers to Reserves-Operating	191,783	89,391	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(891,130)	(900,045)	(889,400)	(889,400)	(902,600)	-	(902,600)	(13,200)	1.5%	(13,200)	1.5%
Gross Operating Expenditures	(170,582)	(453,759)	-	63,890	-	-	-	-	0.0%	-	0.0%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	(170,582)	(453,759)	-	63,890	-	-	-	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	-	-	(88,000)	-	-	-	-	0.0%	-	0.0%
Total Revenue	-	-	-	(88,000)	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ (170,582)	\$ (453,759)	\$ -	\$ (24,110)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Human Resources	2016		2017			Change	
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	
Staff Complement (F.T.E.)							
Total	31.4	31.4	31.5	-	31.5	0.1	0.3%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Human Resources								
Personnel Services	\$ 3,934,218	\$ 3,880,307	\$ 3,985,041	\$ 200,000	\$ 4,185,041	\$ 250,824	6.4%	Increase due to \$200,000 Internship and Apprenticeship Program as proposed in Strategic Investment.
Materials & Supplies	95,582	95,683	95,582	-	95,582	-	0.0%	
Purchased Services	1,112,952	1,116,186	1,468,895	-	1,468,895	355,944	32.0%	Centralized Corporate Training and Leadership Training costs through HR
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	15,800	15,800	15,800	-	15,800	-	0.0%	
Total Direct Costs	5,158,551	5,107,976	5,565,318	200,000	5,765,318	606,767	11.8%	
Allocated Charges/Recoveries	(12,568)	(12,568)	9,600	-	9,600	22,168	-176.4%	Decrease due to Advertising charge moved from Allocated charges to Corporate Support and partially offset by an increase in IT support cost for Learning Management system
Corporate Support	(4,256,583)	(4,142,117)	(4,672,318)	(200,000)	(4,872,318)	(615,736)	14.5%	Reflect an increase in recoveries due to centralization of Corporate Training and Leadership Training program costs and the Internship and Apprenticeship program
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	(889,400)	(889,400)	(902,600)	-	(902,600)	(13,200)	1.5%	
Gross Operating Expenditures	-	63,890	-	-	-	-	0.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	-	63,890	-	-	-	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	(88,000)	-	-	-	-	0.0%	
Total Revenue	-	(88,000)	-	-	-	-	0.0%	
Net Program Expenditures	\$ -	\$ (24,110)	\$ -	\$ -	\$ -	\$ -	0.0%	

Strategic Investment

Internship and Apprentice Program

Funding Source	Tax
-----------------------	-----

Program Details

Department	Office of the CAO
Division	Human Resources
Program	Talent Acquisition
Cost Centre	671700

Complement Details

Position Title	
FTE Impact	N/A
Personnel Group	

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 200,000	\$ 200,000
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	200,000	200,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	200,000	200,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 200,000	\$ 200,000

Business Case

Recommendation:

Approve the expansion of Internship and Apprentice Program at an incremental cost of \$200,000 annually to provide paid temporary employment opportunities to new graduates and apprentices to address workload issues in Regional programs.

Need:

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

- Leadership@Halton – a development program for all staff holding leadership positions to build strong leadership internal capabilities.
- Talent Management pilot – a pilot program being undertaken in Public Works to guide the design of a development program targeted at the Region's high potential future leaders.
- Learning Management System – a system to assist employees access on-line training resources, track training plans and record accomplishments
- Recruiting – introduction of new HR supports in recruiting to improve the quality of the recruiting process and attract the best internal and external candidates
- Employee Engagement – enhanced internal communications and a focus on recognition
- HR Access – a centralized HR resource to support staff and supervisors
- Rejuvenation of HR Policies – update to antiquated HR policies to reflect the current work environment, improve transparency, and support a healthy workplace.
- Creating discrete targeted talent development activities for specific identified roles and requirements.
- Building entry level career paths.

In 2016, the Region launched a new Internship/Apprenticeship program that provides paid temporary employment opportunities to new graduates and apprentices to address workload issues in the Departments. The program introduced young talent to the public sector, the municipal sector and the Region while at the same time providing valuable resources to meet the demands for the Region's programs. Although this is a new program it has been a success as measured from the input of Departments and the Interns themselves. There is a high demand for these resources in all Departments and an interest in expanding to multi-year internships required in some professional fields.

The program will be led by Human Resources. The budget provides sufficient resources for approximately 4 additional interns/apprentice positions which will bring the total sustained in the program to 16.

Implications:

The internship program is a strategic approach to addressing the challenge of succession planning and attracting the brightest and best talent.

Alternatives:

Continue with the current Internship and Apprenticeship program which has limited capacity and limited opportunity for multi-year opportunities necessary in specific fields.

Reference:

N/A



Office of the Chair

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change			
Office of the Chair	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved			
Personnel Services	\$ 208,056	\$ 213,069	\$ 217,460	\$ 217,460	\$ 220,540	\$ -	\$ 220,540	\$ 3,080	1.4%	\$ 3,080	1.4%		
Materials & Supplies	17,041	12,466	20,650	20,650	20,650	-	20,650	-	0.0%	-	0.0%		
Purchased Services	16,296	12,076	20,300	20,300	20,300	-	20,300	-	0.0%	-	0.0%		
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Grants & Assistance	-	-	3,000	3,000	3,000	-	3,000	-	0.0%	-	0.0%		
Total Direct Costs	241,394	237,611	261,410	261,410	264,490	-	264,490	3,080	1.2%	3,080	1.2%		
Allocated Charges / Recoveries	7,766	9,696	12,208	12,208	9,102	-	9,102	(3,106)	-25.4%	(3,106)	-25.4%		
Corporate Support	(266,319)	(268,709)	(273,618)	(273,618)	(273,592)	-	(273,592)	26	0.0%	26	0.0%		
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Gross Operating Expenditures	(17,159)	(21,402)	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Total Gross Expenditures	(17,159)	(21,402)	-	-	-	-	-	-	0.0%	-	0.0%		
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Other Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Total Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Net Program Expenditures	\$ (17,159)	\$ (21,402)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%		

Office of the Chair	2016		2017			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Total	1.0		1.0	-	1.0	-	0.0%	-	0.0%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Office of the Chair								
Personnel Services	\$ 217,460	\$ 217,460	\$ 220,540	\$ -	\$ 220,540	\$ 3,080	1.4%	
Materials & Supplies	20,650	20,650	20,650	-	20,650	-	0.0%	
Purchased Services	20,300	20,300	20,300	-	20,300	-	0.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	3,000	3,000	3,000	-	3,000	-	0.0%	
Total Direct Costs	261,410	261,410	264,490	-	264,490	3,080	1.2%	
Allocated Charges/Recoveries	12,208	12,208	9,102	-	9,102	(3,106)	-25.4%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	(273,618)	(273,618)	(273,592)	-	(273,592)	26	0.0%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	-	-	-	-	-	-	0.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	-	-	-	-	-	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
Total Revenue	-	-	-	-	-	-	0.0%	
Net Program Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	

Regional Council

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Regional Council	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 1,052,908	\$ 1,076,598	\$ 1,100,820	\$ 1,100,820	\$ 1,109,470	\$ -	\$ 1,109,470	\$ 8,650	0.8%	\$ 8,650	0.8%
Materials & Supplies	9,537	55,773	25,200	25,200	25,200	-	25,200	-	0.0%	-	0.0%
Purchased Services	137,037	169,777	177,250	177,250	179,750	-	179,750	2,500	1.4%	2,500	1.4%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	1,199,482	1,302,149	1,303,270	1,303,270	1,314,420	-	1,314,420	11,150	0.9%	11,150	0.9%
Allocated Charges / Recoveries	6,372	1,086	-	-	-	-	-	-	0.0%	-	0.0%
Corporate Support	(1,280,650)	(1,245,961)	(1,303,270)	(1,303,270)	(1,314,420)	-	(1,314,420)	(11,150)	0.9%	(11,150)	0.9%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	(45,000)	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	(74,796)	12,274	-	-	-	-	-	-	0.0%	-	0.0%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	(74,796)	12,274	-	-	-	-	-	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	(533)	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	-	(533)	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ (74,796)	\$ 11,741	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Regional Council	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	-		-	-	-	-	-



Budget Change Report

Regional Council	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 1,100,820	\$ 1,100,820	\$ 1,109,470	\$ -	\$ 1,109,470	\$ 8,650	0.8%	Membership fees to AMO and FCM based on 3% Halton Population growth over 2016
Materials & Supplies	25,200	25,200	25,200	-	25,200	-	0.0%	
Purchased Services	177,250	177,250	179,750	-	179,750	2,500	1.4%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	1,303,270	1,303,270	1,314,420	-	1,314,420	11,150	0.9%	
Allocated Charges/Recoveries	-	-	-	-	-	-	0.0%	
Corporate Support	(1,303,270)	(1,303,270)	(1,314,420)	-	(1,314,420)	(11,150)	0.9%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	-	-	-	-	-	-	0.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	-	-	-	-	-	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
Total Revenue	-	-	-	-	-	-	0.0%	
Net Program Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	

Asset Management

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Asset Management	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 5,566,956	\$ 6,729,986	\$ 6,990,005	\$ 6,960,054	\$ 7,081,796	\$ 208,770	\$ 7,290,566	\$ 91,791	1.3%	\$ 300,561	4.3%
Materials & Supplies	3,546,506	3,684,838	3,775,183	3,783,093	3,965,005	18,834	3,983,839	189,822	5.0%	208,656	5.5%
Purchased Services	2,850,855	2,647,123	3,127,071	3,152,579	3,194,198	-	3,194,198	67,127	2.1%	67,127	2.1%
Financial and Rent Expenses	2,066,609	2,120,952	2,628,491	2,628,491	2,628,491	-	2,628,491	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	14,030,927	15,182,899	16,520,750	16,524,216	16,869,490	227,604	17,097,094	348,740	2.1%	576,344	3.5%
Allocated Charges / Recoveries	(8,362,603)	(7,551,088)	(8,318,353)	(8,318,353)	(8,619,227)	-	(8,619,227)	(300,875)	3.6%	(300,875)	3.6%
Corporate Support	(9,334,888)	(9,438,269)	(9,619,364)	(9,620,499)	(9,820,313)	(227,604)	(10,047,917)	(200,949)	2.1%	(428,553)	4.5%
Transfers to Reserves-Operating	691,150	488,032	40,200	40,200	40,200	-	40,200	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	(2,975,415)	(1,318,426)	(1,376,767)	(1,374,435)	(1,529,850)	-	(1,529,850)	(153,083)	11.1%	(153,083)	11.1%
Transfer to Reserves - Capital	3,438,824	3,582,263	3,755,363	3,755,363	3,843,963	-	3,843,963	88,600	2.4%	88,600	2.4%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	3,438,824	3,582,263	3,755,363	3,755,363	3,843,963	-	3,843,963	88,600	2.4%	88,600	2.4%
Total Gross Expenditures	463,408	2,263,837	2,378,596	2,380,928	2,314,113	-	2,314,113	(64,483)	-2.7%	(64,483)	-2.7%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(464,073)	(2,268,311)	(2,378,596)	(2,322,696)	(2,314,113)	-	(2,314,113)	64,483	-2.7%	64,483	-2.7%
Total Revenue	(464,073)	(2,268,311)	(2,378,596)	(2,322,696)	(2,314,113)	-	(2,314,113)	64,483	-2.7%	64,483	-2.7%
Net Program Expenditures	\$ (665)	\$ (4,473)	\$ -	\$ 58,232	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Asset Management	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	72.0		72.0	2.0	74.0	-	2.0 2.8%



Budget Change Report

Asset Management	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	6,990,005	\$ 6,960,054	\$ 7,081,796	\$ 208,770	\$ 7,290,566	\$ 300,561	4.3%	Increase includes Project Manager 1 and Asset Reliability Coordinator proposed in Strategic Investment
Materials & Supplies	3,775,183	3,783,093	3,965,005	18,834	3,983,839	208,656	5.5%	5% increase in hydro partially offset by a decrease of \$50,000 for Natural Gas to reflect actual spend, and an increase for Project Manager 1 and Asset Reliability Coordinator proposed in Strategic Investment
Purchased Services	3,127,071	3,152,579	3,194,198	-	3,194,198	67,127	2.1%	Increases related to 50% share of admin for Social Housing Improvement Program (SHIP) which is offset in recoveries, building electrical maintenance for 2 new emergency generators, new contracts, and HVAC maintenance for Paramedic Stations
Financial and Rent Expenses	2,628,491	2,628,491	2,628,491	-	2,628,491	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	16,520,750	16,524,216	16,869,490	227,604	17,097,094	576,344	3.5%	
Allocated Charges/Recoveries	(8,318,353)	(8,318,353)	(8,619,227)	-	(8,619,227)	(300,874)	3.6%	Increased facilities maintenance cost recoveries driven by state-of-good repair needs of facilities
Corporate Support	(9,619,364)	(9,620,499)	(9,820,313)	(227,604)	(10,047,917)	(428,553)	4.5%	Reflects an increase in recoveries based on program costs and an additional 2 FTEs Project Manager 1 and Asset Reliability Coordinator (2017 SIF)
Transfer to Reserves - Operating	40,200	40,200	40,200	-	40,200	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	(1,376,767)	(1,374,435)	(1,529,850)	-	(1,529,850)	(153,083)	11.1%	
Transfer to Reserves - Capital	3,755,363	3,755,363	3,843,963	-	3,843,963	88,600	2.4%	Increase to support corporate and program specific building maintenance/rehabilitation capital requirements.
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	3,755,363	3,755,363	3,843,963	-	3,843,963	88,600	2.4%	
Total Gross Expenditures	2,378,596	2,380,928	2,314,113	-	2,314,113	(64,483)	-2.7%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(2,378,596)	(2,322,696)	(2,314,113)	-	(2,314,113)	64,483	-2.7%	Reduction in used equipment sales
Total Revenue	(2,378,596)	(2,322,696)	(2,314,113)	-	(2,314,113)	64,483	-2.7%	
Net Program Expenditures	\$ -	\$ 58,232	\$ -	\$ -	\$ -	\$ -	0.0%	

Strategic Investment

Project Manager 1

Funding Source

Program Details

Department	Legislative & Planning Services
Division	Asset Management
Program	Facilities Design & Development
Cost Centre	630300

Complement Details

Position Title	
FTE Impact	1.0
Personnel Group	

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 105,390	\$ 105,390
Materials & Supplies	9,510	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	114,900	105,390
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	114,900	105,390
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 114,900	\$ 105,390

Business Case

Recommendation:

Approve 1 permanent FTE for a Project Manager to address the increase in program demand pressures and ensure that service levels can be maintained.

Need:

Facilities Design and Development (FD&D) has seen a significant increase in demand for service. Currently Asset Management Project Manager's are working above capacity to deliver identified Asset Management capital program requirements. Significant projects include the Halton Regional Police Services (HRPS) Headquarters, Halton Regional Centre Site Redevelopment and Optimization Project, Paramedic Headquarters, HRPS #1 District Facility, 3 Paramedic Stations, IT Data Centre Phase 2, Burlington Beach demolition property acquisitions, and Local Municipalities Emergency Generator Projects as well as Asset Managements mandated program of yearly state of good repair capital program focusing on Corporate facilities. Capital replacement requirements continue to grow as building components age and as new assets are added to the Region's portfolio. Without proper project management the risk to the Region's assets increases, resulting in the potential for failure of building elements, financial loss, and impacts to the health and safety of staff and residents.

Implications:

With the increase in project work FD&D will not be able to complete all forecasted projects with in-house resources. Implications are that projects will need to be deferred. This could result in delays in the Region's ability to deliver programs, or contribute to increases in capital costs as facility related projects are not completed and as a result are subject to inflationary increases in future years. There would also be the increased risk of degradation to existing facilities if capital improvements cannot be completed as forecasted.

Alternatives:

An option is to defer projects, however this may have a negative impact on programs and infrastructure and result in decreased service levels. Another option is to utilize external contracted Project Management services. This is less effective and significantly more expensive, with the hourly cost of an external Project Manager being approximately \$120/hr or \$218,400/year (35 hours/week).

Reference:

Asset Management's Capital Asset Management Plan, Long-Term Capital & Financial Strategies for Social Housing Providers Strategy, and Comprehensive Housing Strategy.



Strategic Investment

Asset Reliability Coordinator

Funding Source	Tax
-----------------------	-----

Program Details

Department	Legislative & Planning Services
Division	Asset Management
Program	Asset Reliability
Cost Centre	630400

Complement Details

Position Title	Asset Reliability Coordinator
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 103,380	\$ 103,380
Materials & Supplies	9,324	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	112,704	103,380
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	112,704	103,380
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 112,704	\$ 103,380

Business Case

Recommendation:

Approve 1 permanent FTE for an Asset Reliability Coordinator to address the increase in program demand pressures as a result of growth, additional funding and ensuring that service levels can be maintained for departmental customers.

Need:

This position will ensure that current service delivery and capital and operating programs are managed and implemented on a timely basis. This position will assist in the development of detailed long-term capital spending and implementation plans. The demand on services as a result of the Regional Asset Management Plan, Long-term Capital & Financial Strategies for Social Housing Providers, and Comprehensive Housing Strategy provided by the Asset Reliability/Building Sciences staff has continued to increase. New programs such as the introduction of new Condominium purchases, purchases of existing private housing units, corporate facility growth through the accommodation plan, construction of new facilities, additional leased facilities, increased need for technical consultative services, and the operation, maintenance and capital renewal of corporate infrastructure are creating significant pressures within Asset Reliability to support the management of these programs, while also supporting the ongoing Corporate life cycle programs.

Implications:

If the building condition assessments, life cycle costing analysis and the computerized maintenance management system are not managed and updated on a regular basis to identify potential impacts to the buildings and their occupants, serious or continued damage or loss to building components and infrastructure systems could result, which could negatively impact the Region's ability to deliver its programs. Capital replacement budget requirements continue to grow as building components expire and work is being deferred. Without proper planning, the risk to the Region's assets could increase resulting in the potential for failure of building elements, financial loss and impacts to the health and safety of staff and residents.

Alternatives:

There are limited alternatives available. Opportunities have been investigated to identify where it may be possible to re-assign some tasks where they can be accommodated. However, with limited resources available, the majority of the FTE's duties and nature of the work requires an experienced, dedicated permanent resource that is competent in all aspects of the role to ensure consistent effective and efficient service levels are maintained. The use of existing staff or third party resources does not allow Asset Management to meet all necessary requirements and demands placed on its operations. Without the additional FTE, projects will not be completed, unless identified as emergency situations.

Reference:

Asset Management's Capital Asset Management Plan, Long-Term Capital & Financial Strategies for Social Housing Providers Strategy, and Comprehensive Housing Strategy.

Legal Services

Divisional Summary

Net Dollars	2014	2015	2016		2017			Change			
Legal Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 2,606,714	\$ 2,683,461	\$ 2,793,776	\$ 2,763,448	\$ 2,869,820	\$ -	\$ 2,869,820	\$ 76,044	2.7%	\$ 76,044	2.7%
Materials & Supplies	68,089	74,292	80,651	80,650	83,329	-	83,329	2,678	3.3%	2,678	3.3%
Purchased Services	3,012,489	2,837,379	2,882,774	2,799,868	2,760,592	-	2,760,592	(122,182)	-4.2%	(122,182)	-4.2%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	5,687,292	5,595,132	5,757,201	5,643,966	5,713,741	-	5,713,741	(43,460)	-0.8%	(43,460)	-0.8%
Allocated Charges / Recoveries	(3,100,105)	(3,208,487)	(3,211,695)	(3,211,695)	(3,114,600)	-	(3,114,600)	97,095	-3.0%	97,095	-3.0%
Corporate Support	(2,191,965)	(2,238,221)	(2,323,006)	(2,322,192)	(2,363,441)	-	(2,363,441)	(40,435)	1.7%	(40,435)	1.7%
Transfers to Reserves-Operating	175,300	433,674	13,200	13,200	-	-	-	(13,200)	-100.0%	(13,200)	-100.0%
Transfer from Reserves - Operating	(134,614)	(82,851)	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	435,908	499,248	235,700	123,279	235,700	-	235,700	-	0.0%	-	0.0%
Transfer to Reserves - Capital	862,650	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	862,650	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	1,298,558	499,248	235,700	123,279	235,700	-	235,700	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(1,013,548)	(186,454)	(235,700)	(235,700)	(235,700)	-	(235,700)	-	0.0%	-	0.0%
Total Revenue	(1,013,548)	(186,454)	(235,700)	(235,700)	(235,700)	-	(235,700)	-	0.0%	-	0.0%
Net Program Expenditures	\$ 285,010	\$ 312,794	\$ -	\$ (112,421)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Legal Services	2016	2017			Change	
Staff Complement (F.T.E.)	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	24.0	24.0	-	24.0	-	0.0%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Legal Services								
Personnel Services	\$ 2,793,776	\$ 2,763,448	\$ 2,869,820	\$ -	\$ 2,869,820	\$ 76,044	2.7%	
Materials & Supplies	80,651	80,650	83,329	-	83,329	2,678	3.3%	IT purchases for program specific software (Adobe, Clear Risk Manager)
Purchased Services	2,882,774	2,799,868	2,760,592	-	2,760,592	(122,182)	-4.2%	Decreased insurance deductibles based on actual claims experience
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	5,757,201	5,643,966	5,713,741	-	5,713,741	(43,460)	-0.8%	
Allocated Charges/Recoveries	(3,211,695)	(3,211,695)	(3,114,600)	-	(3,114,600)	97,095	-3.0%	Decrease in program recoveries for insurance deductibles to reflect actual claims experience.
Corporate Support	(2,323,006)	(2,322,192)	(2,363,441)	-	(2,363,441)	(40,435)	1.7%	Reflects increase in recoveries based on program costs
Transfer to Reserves - Operating	13,200	13,200	-	-	-	(13,200)	-100.0%	Reduction in transfer for actuarial review not required in 2017
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	235,700	123,279	235,700	-	235,700	-	0.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	235,700	123,279	235,700	-	235,700	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(235,700)	(235,700)	(235,700)	-	(235,700)	-	0.0%	
Total Revenue	(235,700)	(235,700)	(235,700)	-	(235,700)	-	0.0%	
Net Program Expenditures	\$ -	\$ (112,421)	\$ -	\$ -	\$ -	\$ -	0.0%	

Regional Clerk & Council Services

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change			
Regional Clerk & Council Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved			
Personnel Services	\$ 1,171,205	\$ 1,135,830	\$ 1,250,329	\$ 1,230,892	\$ 1,276,195	\$ -	\$ 1,276,195	\$ 25,866	2.1%	\$ 25,866	2.1%		
Materials & Supplies	231,414	248,636	317,644	317,643	317,617	-	317,617	(26)	0.0%	(26)	0.0%		
Purchased Services	186,727	181,707	219,320	219,337	219,336	-	219,336	17	0.0%	17	0.0%		
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Total Direct Costs	1,589,347	1,566,173	1,787,292	1,767,871	1,813,148	-	1,813,148	25,856	1.4%	25,856	1.4%		
Allocated Charges / Recoveries	2,599	50,539	18,698	18,698	13,500	-	13,500	(5,198)	-27.8%	(5,198)	-27.8%		
Corporate Support	(1,761,964)	(1,795,597)	(1,802,790)	(1,802,469)	(1,824,298)	-	(1,824,298)	(21,508)	1.2%	(21,508)	1.2%		
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer from Reserves - Operating	(43,500)	-	-	-	-	-	-	-	0.0%	-	0.0%		
Gross Operating Expenditures	(213,518)	(178,885)	3,200	(15,900)	2,350	-	2,350	(850)	-26.6%	(850)	-26.6%		
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Total Gross Expenditures	(213,518)	(178,885)	3,200	(15,900)	2,350	-	2,350	(850)	-26.6%	(850)	-26.6%		
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Other Revenue	(3,596)	(2,663)	(3,200)	(1,500)	(2,350)	-	(2,350)	850	-26.6%	850	-26.6%		
Total Revenue	(3,596)	(2,663)	(3,200)	(1,500)	(2,350)	-	(2,350)	850	-26.6%	850	-26.6%		
Net Program Expenditures	\$ (217,114)	\$ (181,548)	\$ -	\$ (17,400)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%		

Regional Clerk & Council Services	2016		2017			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Total	13.0		13.0	-	13.0	-	0.0%	-	0.0%



Budget Change Report

Regional Clerk & Council Services	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 1,250,329	\$ 1,230,892	\$ 1,276,195	\$ -	\$ 1,276,195	\$ 25,866	2.1%	
Materials & Supplies	317,644	317,643	317,617	-	317,617	(26)	0.0%	
Purchased Services	219,320	219,337	219,336	-	219,336	17	0.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	1,787,292	1,767,871	1,813,148	-	1,813,148	25,856	1.4%	
Allocated Charges/Recoveries	18,698	18,698	13,500	-	13,500	(5,198)	-27.8%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	(1,802,790)	(1,802,469)	(1,824,298)	-	(1,824,298)	(21,508)	1.2%	Reflects increase in recoveries based on program costs
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	3,200	(15,900)	2,350	-	2,350	(850)	-26.6%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	3,200	(15,900)	2,350	-	2,350	(850)	-26.6%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(3,200)	(1,500)	(2,350)	-	(2,350)	850	-26.6%	Reduced revenue from Agenda subscriptions based on actual trend as agendas are available online.
Total Revenue	(3,200)	(1,500)	(2,350)	-	(2,350)	850	-26.6%	
Net Program Expenditures	\$ -	\$ (17,400)	\$ -	\$ -	\$ -	\$ -	0.0%	

HALTON REGION

Budget and Business Plan **2017**

Halton Regional Police Services

Halton Regional Police Service

Departmental Summary

Net Dollars	2014	2015	2016		2017			Change			
Halton Regional Police Service	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 116,164,344	\$ 121,806,473	\$ 127,158,440	\$ 125,958,440	\$ 130,815,128	\$ 1,385,826	\$ 132,200,953	\$ 3,656,687	2.9%	\$ 5,042,513	4.0%
Materials & Supplies	6,169,742	5,948,201	6,317,261	6,317,261	6,583,198	198,300	6,781,498	265,937	4.2%	464,237	7.3%
Purchased Services	6,840,496	6,762,850	7,450,393	7,450,393	7,452,215	-	7,452,215	1,822	0.0%	1,822	0.0%
Financial and Rent Expenses	305,749	284,084	318,012	318,012	321,312	-	321,312	3,300	1.0%	3,300	1.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	129,480,331	134,801,607	141,244,106	140,044,106	145,171,853	1,584,126	146,755,978	3,927,747	2.8%	5,511,872	3.9%
Allocated Charges / Recoveries	1,549,645	1,477,572	1,762,203	1,762,203	1,788,873	-	1,788,873	26,670	1.5%	26,670	1.5%
Corporate Support	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfers to Reserves-Operating	500,000	4,537,681	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(36,520)	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	131,493,456	140,816,860	143,006,309	141,806,309	146,960,726	1,584,126	148,544,851	3,954,417	2.8%	5,538,542	3.9%
Transfer to Reserves - Capital	2,914,432	(673,249)	4,464,432	4,464,432	4,579,343	-	4,579,343	114,911	2.6%	114,911	2.6%
Transfer from Reserves - Capital	(1,265,000)	(2,671,931)	(4,448,468)	(4,448,468)	(2,729,334)	-	(2,729,334)	1,719,134	-38.6%	1,719,134	-38.6%
Debt Charges	3,491,697	4,943,833	6,739,776	6,739,776	5,105,731	-	5,105,731	(1,634,045)	-24.2%	(1,634,045)	-24.2%
Capital Expenditures	5,141,128	1,598,653	6,755,740	6,755,740	6,955,740	-	6,955,740	200,000	3.0%	200,000	3.0%
Total Gross Expenditures	136,634,584	142,415,513	149,762,049	148,562,049	153,916,466	1,584,126	155,500,591	4,154,417	2.8%	5,738,542	3.8%
Subsidy Revenue	(4,621,328)	(5,015,896)	(5,139,524)	(5,139,524)	(5,662,629)	-	(5,662,629)	(523,105)	10.2%	(523,105)	10.2%
Other Revenue	(5,085,117)	(7,129,597)	(4,907,825)	(4,907,825)	(4,897,932)	-	(4,897,932)	9,893	-0.2%	9,893	-0.2%
Total Revenue	(9,706,445)	(12,145,493)	(10,047,349)	(10,047,349)	(10,560,561)	-	(10,560,561)	(513,212)	5.1%	(513,212)	5.1%
Net Program Expenditures	\$ 126,928,139	\$ 130,270,020	\$ 139,714,700	\$ 138,514,700	\$ 143,355,905	\$ 1,584,126	\$ 144,940,030	\$ 3,641,204	2.6%	\$ 5,225,330	3.7%



HALTON REGION

Budget and Business Plan **2017**

Other Boards & Agencies

Other Boards & Agencies

Divisional Summary

Net Dollars	2014	2015	2016		2017			Change			
Boards & Agencies	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%
Materials & Supplies	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Purchased Services	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	8,742,182	9,119,168	9,551,072	9,551,072	10,030,660	-	10,030,660	479,588	5.0%	479,588	5.0%
Total Direct Costs	8,742,182	9,119,168	9,551,072	9,551,072	10,030,660	-	10,030,660	479,588	5.0%	479,588	5.0%
Allocated Charges / Recoveries	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Corporate Support	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	8,742,182	9,119,168	9,551,072	9,551,072	10,030,660	-	10,030,660	479,588	5.0%	479,588	5.0%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	8,742,182	9,119,168	9,551,072	9,551,072	10,030,660	-	10,030,660	479,588	5.0%	479,588	5.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ 8,742,182	\$ 9,119,168	\$ 9,551,072	\$ 9,551,072	\$ 10,030,660	\$ -	\$ 10,030,660	\$ 479,588	5.0%	\$ 479,588	5.0%

HALTON REGION

Budget and Business Plan **2017**

Non-Program (Fiscal)

Non-Program (Fiscal)

Divisional Summary

Net Dollars	2014	2015	2016		2017			Change			
Non-Program (Fiscal)	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ (3,530,642)	\$ (4,172,847)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%
Materials & Supplies	471	294	-	-	-	-	-	-	0.0%	-	0.0%
Purchased Services	10,969,562	11,488,711	12,622,755	12,602,755	13,430,555	-	13,430,555	807,800	6.4%	807,800	6.4%
Financial and Rent Expenses	4,491,206	4,138,180	4,913,000	4,913,000	4,913,000	-	4,913,000	-	0.0%	-	0.0%
Grants & Assistance	529,330	2,500,000	501,000	501,000	501,000	-	501,000	-	0.0%	-	0.0%
Total Direct Costs	12,459,928	13,954,338	18,036,755	18,016,755	18,844,555	-	18,844,555	807,800	4.5%	807,800	4.5%
Allocated Charges / Recoveries	1,863,431	1,655,383	1,555,610	1,555,610	1,553,390	-	1,553,390	(2,220)	-0.1%	(2,220)	-0.1%
Corporate Support	(87,912)	1,419,204	743,460	743,460	372,363	427,604	799,967	(371,097)	-49.9%	56,507	7.6%
Transfers to Reserves-Operating	65,041,951	66,603,380	48,281,866	48,281,866	48,565,586	-	48,565,586	283,720	0.6%	283,720	0.6%
Transfer from Reserves - Operating	(5,025,564)	(5,285,439)	(2,320,000)	(2,320,000)	(3,000,000)	-	(3,000,000)	(680,000)	29.3%	(680,000)	29.3%
Gross Operating Expenditures	74,251,834	78,346,865	66,297,691	66,277,691	66,335,894	427,604	66,763,498	38,203	0.1%	465,807	0.7%
Transfer to Reserves - Capital	16,184,832	15,771,541	20,486,195	15,767,895	20,522,384	-	20,522,384	36,189	0.2%	36,189	0.2%
Transfer from Reserves - Capital	(459,804)	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	15,725,028	15,771,541	20,486,195	15,767,895	20,522,384	-	20,522,384	36,189	0.2%	36,189	0.2%
Total Gross Expenditures	89,976,862	94,118,406	86,783,886	82,045,586	86,858,278	427,604	87,285,882	74,392	0.1%	501,996	0.6%
Subsidy Revenue	-	-	(5,770,156)	(1,051,856)	(5,770,156)	-	(5,770,156)	-	0.0%	-	0.0%
Other Revenue	(75,447,682)	(80,747,959)	(64,771,796)	(64,771,796)	(65,017,985)	-	(65,017,985)	(246,189)	0.4%	(246,189)	0.4%
Total Revenue	(75,447,682)	(80,747,959)	(70,541,952)	(65,823,652)	(70,788,141)	-	(70,788,141)	(246,189)	0.3%	(246,189)	0.3%
Net Program Expenditures	\$ 14,529,180	\$ 13,370,447	\$ 16,241,934	\$ 16,221,934	\$ 16,070,137	\$ 427,604	\$ 16,497,741	\$ (171,797)	-1.1%	\$ 255,807	1.6%

Budget Change Report

Non-Program	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	
Materials & Supplies	-	-	-	-	-	-	0.0%	
Purchased Services	12,622,755	12,602,755	13,430,555	-	13,430,555	807,800	6.4%	Increase in GO Transit based on projected Development Charges revenues of \$680,000 and an increase for MPAC fees of \$127,800.
Financial and Rent Expenses	4,913,000	4,913,000	4,913,000	-	4,913,000	-	0.0%	
Grants & Assistance	501,000	501,000	501,000	-	501,000	-	0.0%	
Total Direct Costs	18,036,755	18,016,755	18,844,555	-	18,844,555	807,800	4.5%	
Allocated Charges/Recoveries	1,555,610	1,555,610	1,553,390	-	1,553,390	(2,220)	-0.1%	
Corporate Support	743,460	743,460	372,363	427,604	799,967	56,507	7.6%	Reflects increase in charges for Corporate Administrative strategic investments for Internship (HR), Project Manager 1 (AMS) and Asset Reliability Coordinator (AMS)
Transfer to Reserves - Operating	48,281,866	48,281,866	48,565,586	-	48,565,586	283,720	0.6%	Driven by increased contribution for the Retirement Benefit reserve
Transfer from Reserves - Operating	(2,320,000)	(2,320,000)	(3,000,000)	-	(3,000,000)	(680,000)	29.3%	Increase for GO Transit based on higher Development Charges revenues projected
Gross Operating Expenditures	66,297,691	66,277,691	66,335,894	427,604	66,763,498	465,807	0.7%	
Transfer to Reserves - Capital	20,486,195	15,767,895	20,522,384	-	20,522,384	36,189	0.2%	Increase for the payback of the 7-year CVC-Emerald Ash Borer program
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	20,486,195	15,767,895	20,522,384	-	20,522,384	36,189	0.2%	
Total Gross Expenditures	86,783,886	82,045,586	86,876,028	427,604	87,285,882	501,996	0.6%	
Subsidy Revenue	(5,770,156)	(1,051,856)	(5,770,156)	-	(5,770,156)	-	0.0%	
Other Revenue	(64,771,796)	(64,771,796)	(65,017,985)	-	(65,017,985)	(246,189)	0.4%	Increase for Payment in Lieu of taxes (PIL) of \$350,000, partially offset by decrease in Railway Right of Way (ROW) taxes of (\$100,000) based on 7-year actual average trends
Total Revenue	(70,541,952)	(65,823,652)	(70,788,141)	-	(70,788,141)	(246,189)	0.3%	
Net Program Expenditures	\$ 16,241,934	\$ 16,221,934	\$ 16,087,887	\$ 427,604	\$ 16,497,741	\$ 255,807	1.6%	

HALTON REGION

Budget and Business Plan **2017**

Fees & Charges – Tax

Fees & Charges

Department Division							Health Healthy Environments and Communicable Diseases						
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase							
Food Safety Inspection													
Food Safety Education Publications	25	\$ 23.89	\$ 23.89	HST	0.0%	Fee is based on cost of service.							
Food Handler Training Courses	600	\$ 46.90	\$ 47.79	HST	1.9%	Inflation							
Food Handler Exam Only	600	\$ 8.85	\$ 8.85	HST	0.0%	Based on full cost recovery.							
Reports to Lawyers re Outstanding Work Orders	130	\$ 102.65	\$ 104.42	HST	1.7%	Inflation							
Lot Assessments - Severances	9	\$ 115.93	\$ 118.58	HST	2.3%	Industry standard increase.							
Lot Assessments - Minor Variance	9	\$ 115.93	\$ 118.58	HST	2.3%	Industry standard increase.							
Pool Operator Training Course	60	\$ 22.12	\$ 22.12	HST	0.0%	Based on partial cost recovery.							
Air Quality Education Publications	2	\$ 11.90	\$ 11.90	5%	0.0%	Fee is based on cost of reprints.							

* 2017 Proposed fee exclusive of applicable taxes

Department Division		Health Clinical Health Services				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase
Sexual Health Services						
Intrauterine Devices	732	\$ 130.00	\$10-\$355	Exempt	Varies	2017 fee reflects increase in variety of products available to clients.
**Herpes Treatment	52	\$6-\$60	\$6-\$40	Exempt	Varies	Cost varies based on volume.
**Birth Control Contraceptives	4,210	\$ 10.00	\$ 10.00	Exempt	0.0%	
Human Papilloma Virus Vaccine	128	N/A	\$ 155.25	Exempt	N/A	New fee for 2017 for the recovery of cost of the Human Papilloma Virus (HPV) vaccine offered to prevent HPV in the community at large.
Mental Health Treatment						
Administration Fee for Medical Reports (chart review and medical report preparation)	4	\$ 50.00	\$ 50.00	Exempt	0.0%	Fee is increased every few years to reflect material increases in cost.
Administration Fee for Medical Reports (photocopies and short statement/paragraph preparation)		\$ 50.00	\$ 50.00	Exempt	0.0%	Fee is increased every few years to reflect material increases in cost.
Administration Fee for Medical Reports (full narrative typed report)	5	\$ 100.00	\$ 100.00	Exempt	0.0%	Fee is increased every few years to reflect material increases in cost.
Administration Fee for Medical Reports (complete and detailed report involving extensive chart review and report preparation)	5	\$ 150.00	\$ 150.00	Exempt	0.0%	Fee is increased every few years to reflect material increases in cost.
Administration fee to copy info from charts	600	\$ 0.15	\$ 0.15	HST	0.0%	Fee is increased every few years to reflect material increases in cost.
Immunizations						
Thermometers	50	\$ 59.29	\$ 59.29	HST	0.0%	Product cost recovery.
TB Skin Test Service Fee	-	\$ 18.00	N/A	Exempt	0.0%	This service is no longer offered.

* 2017 Proposed fee exclusive of applicable taxes

**The program/service cost of vaccines, contraceptives and herpes treatment is subject to change during the year. User fees are adjusted accordingly to recover majority of cost. It is exclusive of applicable taxes.

Department Division		Health Paramedic Services				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase
Administration Fee for Call Reports	40	\$ 69.03	\$ 72.57	HST	5.1%	Inflation
Transport to Non-Billing Facility	1	\$ 45.00	\$ 45.00	Exempt	0.0%	
Transport of Un-Insured Patient	1	\$ 240.00	\$ 240.00	Exempt	0.0%	
Basic Life Support / Healthcare Provider Training (BLS/HCP)	10	\$ 52.21	\$ 53.98	HST	3.4%	Inflation
Heart Saver BLS Level C Training	40	\$ 35.40	\$ 36.28	HST	2.5%	Inflation
Modified Course Level E (CPR, Automated External Defibrillator Training)	40	\$ 29.20	\$ 30.09	HST	3.0%	Inflation
CPR for Family and Friends Kit	50	\$ 30.09	\$ 30.09	HST	0.0%	
Special Events - Admin Fee	1	\$ 226.55	\$ 232.74	HST	2.7%	Rate increase due to 2 additional hours required by Public Safety Education Coordinator to organize details, contract and supplies.
Special Events Coverage - One Paramedic - regular hourly rate. Contracts would be 4.5 hours minimum charge.	4	\$ 86.73	\$ 88.50	HST	2.0%	Inflation
Special Events Coverage - Two Paramedics - regular hourly rate. Contracts would be 4.5 hours minimum charge.	4	\$ 146.02	\$ 151.33	HST	3.6%	Inflation
Special Events Coverage - One Paramedic - Statutory Holiday rate. Contracts would be 4.5 hours minimum charge.	4	\$ 106.19	\$ 109.73	HST	3.3%	Inflation
Special Events Coverage - Two Paramedics - Statutory Holiday rate. Contracts would be 4.5 hours minimum charge.	4	\$ 186.73	\$ 192.92	HST	3.3%	Inflation
Interview Paramedic	1	\$ 248.67	\$ 258.41	HST	3.9%	Inflation
Public Access Defibrillation Program - Site Assessment	1	\$ 320.35	\$ 322.12	HST	0.6%	Inflation

* 2017 Proposed fee exclusive of applicable taxes

Department Division		Social & Community Services Children's Services				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase
Children's Services						
Publications	0	\$1.77 - \$88.50	\$1.77 - \$88.50	HST	0.0%	
Seminar / Workshop registration	190	\$4.42 - \$88.50	\$4.42 - \$88.50	HST	0.0%	
Regional Child Care Centres						
Toddler Half Day	783	\$ 33.90	\$ 34.92	Exempt	3.0%	Inflation plus closing the gap between the Market rate and the Regional Child Care Centre rate.
Toddler Full Day	8,352	\$ 49.52	\$ 51.01	Exempt	3.0%	Inflation plus closing the gap between the Market rate and the Regional Child Care Centre rate.
Preschool Half Day	6,264	\$ 32.57	\$ 33.55	Exempt	3.0%	Inflation plus closing the gap between the Market rate and the Regional Child Care Centre rate.
Preschool Full Day	22,185	\$ 45.63	\$ 47.00	Exempt	3.0%	Inflation plus closing the gap between the Market rate and the Regional Child Care Centre rate.
Preschool Nursery School	522	\$ 17.13	\$ 17.64	Exempt	3.0%	Inflation plus closing the gap between the Market rate and the Regional Child Care Centre rate.

* 2017 Proposed fee exclusive of applicable taxes

Department Division		Social & Community Services Services for Seniors					
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase	
Adult Day Program							
Milton Place & Friends Landing - Daily Fee	7,090	\$ 20.06	\$ 20.46	Exempt	2.0%	Inflation	
Silver Creek Place - Daily Fee	3,682	\$ 20.06	\$ 20.46	Exempt	2.0%	Inflation	
Wellington Terrace							
Nurse Call Monitoring (monthly)	469	\$ 45.00	\$ 45.00	Exempt	0.0%		
Nutrition Services							
Meals On Wheels-per meal	14,878	\$ 6.40	\$ 6.52	Exempt	2.0%	Inflation	
Entrée (+soup +Dessert) (7 or more)	260	\$ 40.43	\$ 41.24	Exempt	2.0%	Inflation	
Entrée (+soup or Dessert) (7 or more)	150	\$ 37.24	\$ 37.99	Exempt	2.0%	Inflation	
Entrée Only (7 or More)	100	\$ 35.91	\$ 36.63	Exempt	2.0%	Inflation	
Entrée (Individual)	61	\$ 5.36	\$ 5.46	Exempt	2.0%	Inflation	
Sandwich Meals	710	\$ 5.52	\$ 5.63	Exempt	2.0%	Inflation	
Soup or Salad	4,100	\$ 1.11	\$ 1.13	Exempt	2.0%	Inflation	
Container Billing (each)	20,281	\$ 0.66	\$ 0.68	Exempt	2.0%	Inflation	
Resident Basic Fees (daily)							
Basic Max (as of 7/1/2016)		\$ 58.99	\$ 59.58	Exempt	1.0%	MOHLTC rate.	
Basic Average		Varies	n/a	Exempt		Fee to be removed.	

* 2017 Proposed fee exclusive of applicable taxes

Department Division		Social & Community Services Services for Seniors				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase
Preferred Surcharge (daily)						
Semi-Private before 6/30/2012		\$ 8.09	\$ 8.17	Exempt	1.0%	MOHLTC rate.
Semi-Private 7/1/2012		\$ 9.10	\$ 9.19	Exempt	1.0%	MOHLTC rate.
Semi-Private 7/1/2013		\$ 10.11	\$ 10.21	Exempt	1.0%	MOHLTC rate.
Semi-Private 9/1/2014		\$ 11.12	\$ 11.23	Exempt	1.0%	MOHLTC rate.
Semi-Private 7/1/2015		\$ 12.13	\$ 12.25	Exempt	1.0%	MOHLTC rate.
Semi-Private 7/1/2016		\$ 12.13	\$ 12.25	Exempt	1.0%	New fee and MOHLTC rate.
Private before 6/30/2012		\$ 18.20	\$ 18.38	Exempt	1.0%	MOHLTC rate.
Private 7/1/2012		\$ 19.97	\$ 19.75	Exempt	1.0%	MOHLTC rate.
Private 7/1/2013		\$ 21.74	\$ 21.50	Exempt	1.0%	MOHLTC rate.
Private 9/1/2014		\$ 23.51	\$ 23.25	Exempt	1.0%	MOHLTC rate.
Private 7/1/2015		\$ 25.28	\$ 25.00	Exempt	1.0%	MOHLTC rate.
Private 7/1/2016		\$ 25.25	\$ 25.53	Exempt	1.0%	New fee and MOHLTC rate.

* 2017 Proposed fee exclusive of applicable taxes

Department Division						
Legislative and Planning Services Halton Region Museum and Heritage Services**						
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase
Education Programs						
School One Hour - Per Child	20	\$ 6.00	\$ 6.00	Exempt	0.0%	
School Two Hours - Per Child	250	\$ 7.00	\$ 7.00	Exempt	0.0%	
School Three Hours - Per Child	450	\$ 8.00	\$ 8.00	Exempt	0.0%	
School Four Hours - Per Child	550	\$ 9.00	\$ 9.00	Exempt	0.0%	
Adult program Per Adult - 1 hour	75	\$ 6.00	\$ 6.00	HST	0.0%	
Adult program Per Adult - 2 hours	75	\$ 7.00	\$ 7.00	HST	0.0%	
Adult program Per Adult - 3 hours	75	\$ 8.00	\$ 8.00	HST	0.0%	

* 2017 Proposed fee exclusive of applicable taxes

** As per Report LPS55-10 - Halton Region Museum Policy Manual

The Manager of Heritage Services, be authorized to execute any and all agreements as may be required from time to time for the purposes of administering the operations of the Museum, as documented in the Halton Region Museum Policy Manual.

Department Division							Legislative and Planning Services Planning Services						
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase							
Regional Official Plan (2009)	2	\$ 58.23	\$ 59.39	HST	2.0%	Inflation							
Regional Official Plan (2006)	2	\$ 58.23	\$ 59.39	HST	2.0%	Inflation							
Regional Official Plan (1980)	0	\$ 63.81	\$ 65.09	HST	2.0%	Inflation							
Maps (Official Plan 1980)	0	\$ 5.73	\$ 5.85	HST	2.0%	Inflation							
Regional Plan Updates Subscription	0	\$ 13.65	\$ 13.92	HST	2.0%	Inflation							
Reports (\$.06/pg. min \$3.00)	500	\$ 0.06	\$ 0.06	HST	0.0%	Inflation							
Special Data Requests (at cost)	5	Actual Cost	Actual Cost	HST									
Halton Region's Database Search for Environmental Source Information	30	\$ 145.55	\$ 148.46	HST	2.0%	Inflation							
Aquifer Management Plan	0	\$ 85.09	\$ 86.79	HST	2.0%	Inflation							
MOU HUSP	0	\$ 47.01	\$ 47.95	HST	2.0%	Inflation							
MOU HASR	0	\$ 87.32	\$ 89.07	HST	2.0%	Inflation							
Photocopy (\$.42/pg. min \$3.00)	250	\$ 0.42	\$ 0.43	HST	2.0%	Inflation							
General - Development Assessments	1	\$ 174.64	\$ 178.14	HST	2.0%	Inflation							
General - Development Research	1	\$ 174.64	\$ 178.14	HST	2.0%	Inflation							
General - DATS Computer Analysis	1	\$ 174.64	\$ 178.14	HST	2.0%	Inflation							
General - DATS Continuing Reports per hour	1	\$ 33.43	\$ 34.09	HST	2.0%	Inflation							
General - Old File Retrieval	4	\$ 17.92	\$ 18.28	HST	2.0%	Inflation							
Subdivision – Application Fee**	9	\$ 8,502.93	\$ 8,672.99	HST	2.0%	Inflation							
Subdivision - Plan Revision (pre Draft Approval)**	0	\$ 611.25	\$ 623.47	HST	2.0%	Inflation							
Subdivision - Plan Revision (post Draft Approval) Applicant Initiated**	2	\$ 1,747.60	\$ 1,782.55	HST	2.0%	Inflation							
Subdivision - Emergency Extension (3 months)**	0	\$ 244.09	\$ 248.98	HST	2.0%	Inflation							

* 2017 Proposed fee exclusive of applicable taxes

** Applications for Assisted Housing projects are exempt from Regional Development Application fees. Proposals that incorporate an Assisted Housing component may be eligible for a pro-rated reduction in Regional fees. Projects must conform to the "Assisted Housing" definition in the current Regional Official Plan. Approval is at the sole discretion of the Chief Planning Official of the Region of Halton".

Department		Legislative and Planning Services				
Division		Planning Services				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase
Subdivision - Draft Approval Extension (One Year)**	6	\$ 698.62	\$ 712.59	HST	2.0%	Inflation
Subdivision - Registration**	14	\$ 1,747.60	\$ 1,782.55	HST	2.0%	Inflation
Subdivision - Phased Draft Approval**	0	\$ 8,377.54	\$ 8,545.09	HST	2.0%	Inflation
Subdivision - Phase Revision Requiring Circulation (50% of Phased Draft Approval Fee)**	0	\$ 4,189.30	\$ 4,273.08	HST	2.0%	Inflation
Subdivision - Sub-Phasing Requiring Circulation (30% of Phased Draft Approval Fee)**	0	\$ 2,513.39	\$ 2,563.65	HST	2.0%	Inflation
Subdivision - Phase Revision and Sub-Phasing Not Requiring Circulation (Pre Draft-Approval)**	0	\$ 611.25	\$ 623.47	HST	2.0%	Inflation
Condominium – Application Fee**	10	\$ 2,457.44	\$ 2,506.59	HST	2.0%	Inflation
Condominium – Exemption Fee**	2	\$ 407.51	\$ 415.66	HST	2.0%	Inflation
Condominium – Vacant Land or Common Element**	1	\$ 361.62	\$ 368.86	HST	2.0%	Inflation
Condominium - Revision**	0	\$ 367.21	\$ 374.55	HST	2.0%	Inflation
Condominium – Emergency Extension (3 Months)**	0	\$ 244.09	\$ 248.98	HST	2.0%	Inflation
Condominium – Draft Approval Extension (One Year)**	0	\$ 244.09	\$ 248.98	HST	2.0%	Inflation
Condominium - Final Approval**	3	\$ 594.44	\$ 606.33	HST	2.0%	Inflation
Condominium Conversion**	0	\$ 1,164.33	\$ 1,187.61	HST	2.0%	Inflation
Consent – Application Fee**	45	\$ 931.49	\$ 950.12	HST	2.0%	Inflation
Consent - Revision**	0	\$ 244.09	\$ 248.98	HST	2.0%	Inflation
Validation of Title**	0	\$ 244.09	\$ 248.98	Exempt	2.0%	Inflation

* 2017 Proposed fee exclusive of applicable taxes

** Applications for Assisted Housing projects are exempt from Regional Development Application fees. Proposals that incorporate an Assisted Housing component may be eligible for a pro-rated reduction in Regional fees. Projects must conform to the "Assisted Housing" definition in the current Regional Official Plan. Approval is at the sole discretion of the Chief Planning Official of the Region of Halton".



Department Division							Legislative and Planning Services Planning Services						
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase							
Part Lot Control Bylaw – Application Fee	24	\$ 465.75	\$ 475.07	HST	2.0%	Inflation							
Local Official Plan Amendment – Applicant - initiated*****	6	\$ 6,988.16	\$ 7,127.92	HST	2.0%	Inflation							
Local Official Plan Amendment – Applicant - initiated Revision*****	0	\$ 3,494.08	\$ 3,563.97	HST	2.0%	Inflation							
Local Official Plan Amendment Requiring Regional Approval– Applicant initiated*****	0	\$ 6,988.21	\$ 7,127.98	HST	2.0%	Inflation							
Zoning Bylaw Amendment – Applicant-initiated*****	33	\$ 931.45	\$ 950.08	Exempt	2.0%	Inflation							
Holding Provision Removal**	3	\$ 291.10	\$ 296.93	HST	2.0%	Inflation							
Temporary Use By-law Permits and Renewals**	3	\$ 465.75	\$ 475.07	HST	2.0%	Inflation							
Zoning By-law Amendment - Revisions to Application*****	1	\$ 465.75	\$ 475.07	Exempt	2.0%	Inflation							
Minor Variance - Application Fee**	387	\$ 29.14	\$ 29.72	HST	2.0%	Inflation							
Site Plan - Application Fee - Applicant Initiated**	133	\$ 931.49	\$ 950.12	HST	2.0%	Inflation. Halton's local municipalities are now exempt from paying this fee for municipally-initiated projects.							
Site Plan – Revision - Applicant Initiated**	12	\$ 583.28	\$ 594.95	HST	2.0%	Inflation							
Site Plan – Minor Development/ Minor Modification**	27	\$ 583.28	\$ 594.95	HST	2.0%	Inflation							
Parkway Belt West Plan Amendment - Applicant Initiated	3	\$ 2,329.76	\$ 2,376.35	HST	2.0%	Inflation							
Niagara Escarpment Plan Amendment - Major Files	0	\$ 8,270.06	\$ 8,435.46	HST	2.0%	Inflation							
Niagara Escarpment Plan Amendment - Minor Files	0	\$ 2,329.76	\$ 2,376.35	HST	2.0%	Inflation							

* 2017 Proposed fee exclusive of applicable taxes

** Applications for Assisted Housing projects are exempt from Regional Development Application fees. Proposals that incorporate an Assisted Housing component may be eligible for a pro-rated reduction in Regional fees. Projects must conform to the "Assisted Housing" definition in the current Regional Official Plan. Approval is at the sole discretion of the Chief Planning Official of the Region of Halton".

*** Municipal initiated ROPAs, LOPAs and Rezoning are exempt from Regional Development Application fees.



Division Planning Services						
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase
Regional Official Plan Amendment Application Fee**.*	0	\$ 8,270.06	\$ 8,435.46	HST	2.0%	Inflation
Pits and Quarries Regional Official Plan Amendment Application Fee	0	\$ 116,475.05	\$ 118,804.55	HST	2.0%	Inflation
ROPA Public Meeting Advertising Fee	0	Actual Cost	Actual Cost	HST		
Review of Applications Requiring Planning Act Approval in Bordering Municipalities	0	\$ 17,471.62	\$ 17,821.05	HST	2.0%	Inflation
Green Energy Act Application Reviews	0	\$ 931.45	\$ 950.08	HST	2.0%	Inflation
Ontario Power Authority Project Applications	0	\$ 931.45	\$ 950.08	HST	2.0%	Inflation
Engineering and Inspection Fees - Land Development Agreements (based on total cost of water and wastewater works)						
\$0 - \$100,000.00		greater of 10% or \$5,000.00	greater of 10% or \$5,000.00			As per Report LPS77-13
\$100,000.00 - \$250,000.00		7%	7%	HST		
\$250,000.00.01 - \$500,000.00		6%	6%			
over \$500,000.00		5% to a max of	5% to a max of			

* 2017 Proposed fee exclusive of applicable taxes

** Applications for Assisted Housing projects are exempt from Regional Development Application fees. Proposals that incorporate an Assisted Housing component may be eligible for a pro-rated reduction in Regional fees. Projects must conform to the "Assisted Housing" definition in the current Regional Official Plan. Approval is at the sole discretion of the Chief Planning Official of the Region of Halton".

*** Municipal initiated ROPAs, LOPAs and Rezoning are exempt from Regional Development Application fees.



Department Division							Legislative and Planning Services Economic Development						
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase							
Small Business Seminars	250	\$ 25.50	\$ 26.01	HST	2.0%	Inflation							
Other Small Business Events	155	\$ 30.97	\$ 31.59	HST	2.0%	Inflation							
Tourism Education Seminars	40	\$ 25.50	\$ 26.01	HST	2.0%	Inflation							
Tourism Consumer Events	0	\$ 26.51	\$ 27.04	HST	2.0%	Inflation							
Tourism Product Development - Business Participation	0	\$ 254.80	\$ 259.90	HST	2.0%	Inflation							
Tourism Exemption Application under the Retail Business Holidays Act	1	\$ 1,551.40	\$ 1,582.43	Exempt	0.0%								

* 2017 Proposed fee exclusive of applicable taxes

Department Division		Legislative and Planning Services Legal Services				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase
Municipal Enquiries						
Municipal Enquiries (reply by regular mail)	270	\$ 81.19	\$ 82.82	HST	2.0%	Inflation
Municipal Enquiries (reply by fax)	8	\$ 116.38	\$ 118.71	HST	2.0%	Inflation
Waste Related Agreements						
Sewer Discharge	1	\$ 2,443.21	\$ 2,492.07	HST	2.0%	Inflation
Other- Waste Related Agreements	2	\$ 346.80	\$ 353.74	HST	2.0%	Inflation
General Agreements						
Encroachment	4	\$ 346.80	\$ 353.74	HST	2.0%	Inflation
Lease/License/Easement	2	\$ 346.80	\$ 353.74	HST	2.0%	Inflation
Other- General Agreements	10	\$ 346.80	\$ 353.74	HST	2.0%	Inflation
Electronic Registration						
Search of parcel Register (per P.I.N.)	24	\$ 41.72	\$ 42.55	HST	2.0%	Inflation
Corporate Searches	2	\$ 41.72	\$ 42.55	HST	2.0%	Inflation
Electronic Document Preparation/Amendment (per document)	11	\$ 98.74	\$ 100.71	HST	2.0%	Inflation
Electronic Registration and Administration (per document)	8	\$ 181.15	\$ 184.78	HST	2.0%	Inflation
Registration of Plan - No Agreement Required	5	\$ 284.27	\$ 289.96	HST	2.0%	Inflation
Minor Residential Servicing Agreements						
1 lot/unit	6	\$ 1,010.92	\$ 1,031.14	HST	2.0%	Inflation
Other Minor Residential Service	1	\$ 1,010.92	\$ 1,031.14	HST	2.0%	Inflation

* 2017 Proposed fee exclusive of applicable taxes

Department		Legislative and Planning Services				
Division		Legal Services				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase
Minor Development Non-Servicing Agreements						
Site Plan	7	\$ 488.48	\$ 498.25	HST	2.0%	Inflation
Plan Registration for Common Element Condominium	1	\$ 346.80	\$ 353.74	HST	2.0%	Inflation
Consent Application	2	\$ 488.48	\$ 498.25	HST	2.0%	Inflation
Other - Minor Development Non-servicing Agreements	2	\$ 346.80	\$ 353.74	HST	2.0%	Inflation
Major Development Agreements						
Development/Development Charge	6	\$ 2,897.62	\$ 2,955.57	HST	2.0%	Inflation
Residential/Comm/Ind/rural Subdiv/Condo (per plan)	34	\$ 2,897.62	\$ 2,955.57	HST	2.0%	Inflation
Residential (2lots/units or more) Comm/Ind/Inst Servicing	14	\$ 1,647.50	\$ 1,680.45	HST	2.0%	Inflation

* 2017 Proposed fee exclusive of applicable taxes

Department Division		Legislative and Planning Services Regional Clerk and Council Services				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase
Council (Agenda/Minutes)	1	\$ 249.69	\$ 254.68	HST	2.0%	Inflation
Standing Committee (1)	1	\$ 133.21	\$ 135.87	HST	2.0%	Inflation
Standing Committee (3)	1	\$ 273.15	\$ 278.61	HST	2.0%	Inflation
Sub-Committees (each)	1	\$ 133.21	\$ 135.87	HST	2.0%	Inflation
Application Fee Under MFIPPA	35	\$ 5.00	\$ 5.00	Exempt	0.0%	Legislation Fee under MFIPPA.
Record Search Time/15 Minutes	40	\$ 7.50	\$ 7.50	Exempt	0.0%	Legislation Fee under MFIPPA.
Record Preparation/15 Minutes	8	\$ 7.50	\$ 7.50	Exempt	0.0%	Legislation Fee under MFIPPA.
Photocopying MFIPPA (per page)	5,000	\$ 0.20	\$ 0.20	Exempt	0.0%	Legislation Fee under MFIPPA.
Computer Programming/15 Minutes	0	\$ 15.00	\$ 15.00	Exempt	0.0%	Legislation Fee under MFIPPA.
Computer Disks (CDs)	1	\$ 10.00	\$ 10.00	Exempt	0.0%	Legislation Fee under MFIPPA.
Photocopies (per page)	0	\$ 0.20	\$ 0.20	HST	0.0%	No fee increase.

* 2017 Proposed fee exclusive of applicable taxes

Department Division		Legislative and Planning Services Asset Management					
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase	
Auditorium 1/2 - Minimum Room Rental	1	\$ 267.01	\$ 272.35	HST	2.0%	Inflation	
Auditorium 1/2 - Room Rental Incremental /hr	1	\$ 31.23	\$ 31.85	HST	2.0%	Inflation	
Auditorium Full - Minimum Room Rental	5	\$ 329.57	\$ 336.16	HST	2.0%	Inflation	
Auditorium Full - Room Rental Incremental /hr	3	\$ 31.23	\$ 31.85	HST	2.0%	Inflation	
Small Meeting Room - Minimum Room Rental	1	\$ 85.18	\$ 86.89	HST	2.0%	Inflation	
Small Meeting Room - Room Rental Incremental /hr	0	\$ 9.03	\$ 9.21	HST	2.0%	Inflation	
Large Meeting Room - Minimum Room Rental	1	\$ 170.47	\$ 173.88	HST	2.0%	Inflation	
Large Meeting Room - Room Rental Incremental /hr	1	\$ 17.00	\$ 17.34	HST	2.0%	Inflation	
Cafeteria - Evening Room Rental - Minimum	3	\$ 170.47	\$ 173.88	HST	2.0%	Inflation	
Cafeteria - Evening Room Rental - Incremental /hr	1	\$ 17.00	\$ 17.34	HST	2.0%	Inflation	
Fee For Service - Security (Reg /hr)	15	\$ 19.21	\$ 19.21	HST	0.0%	Contractual agreement, cannot change.	
Fee For Service - Maintenance (Reg /hr)	1	\$ 41.61	\$ 42.44	HST	2.0%	Inflation	
Fee For Service - Contracted Cleaning of Auditorium or Cafeteria Areas includes Common Area	12	\$ 16.28	\$ 16.28	HST	0.0%	Contractual agreement, cannot change.	
Fee For Service - Contracted Cleaning of Additional Small Meeting Room(s) used with Cafeteria or Auditorium (single add on price)	12	\$ 16.28	\$ 16.28	HST	0.0%	Contractual agreement, cannot change.	
Fee For Service - Contracted Cleaning of Additional Large Meeting Room(s) used with Cafeteria or Auditorium (single add on price)	12	\$ 16.28	\$ 16.28	HST	0.0%	Contractual agreement, cannot change.	
During Event - Day Porter/Matron - Weekend rate per hour	20	\$ 16.28	\$ 16.28	HST	0.0%	Contractual agreement, cannot change.	
During Event - Day Porter/Matron - Weekday rate per hour - 5:00 pm to 7:00 am	20	\$ 16.28	\$ 16.28	HST	0.0%	Contractual agreement, cannot change.	

* 2017 Proposed fee exclusive of applicable taxes



Department Division		Public Works Road Operations					
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase	
Entrance Permit							
Cut Curb & Installation Permit by Applicant (minimum 2 inspections)							
Culvert Installation Permit (minimum 3 inspections)							
Inspections (each)	75	\$ 118.00	\$ 120.00	HST	2.0%	Inflation	
Permit Administration Fee	25	\$ 87.75	\$ 89.51	Exempt	2.0%	Inflation	
Security Deposit (refundable)		\$ 5,306.00	\$ 5,306.00	Exempt	0.0%		
Culvert Cost (including headwalls/rip rap) (Per meter)							
12" 300mm	3	\$ 199.12	\$ 203.11	Exempt	2.0%	Inflation	
15" 375mm	3	\$ 208.11	\$ 212.27	Exempt	2.0%	Inflation	
18" 450mm	3	\$ 212.63	\$ 216.88	Exempt	2.0%	Inflation	
24" 600mm	3	\$ 230.59	\$ 235.20	Exempt	2.0%	Inflation	
30" 750mm	2	\$ 249.76	\$ 254.75	Exempt	2.0%	Inflation	
Excavation Permit							
Permit includes minimum 2 inspections							
Inspections (each)	75	\$ 118.00	\$ 120.00	HST	2.0%	Inflation	
Permit Administration Fee	25	\$ 87.75	\$ 89.51	Exempt	2.0%	Inflation	
Security Deposit (refundable)		\$ 5,306.00	\$ 5,306.00	Exempt	0.0%		
Road Occupancy Permit							
Permit includes minimum 2 inspections							
Inspections (each)	30	\$ 118.00	\$ 120.00	HST	2.0%	Inflation	
Permit Administration Fee	60	\$ 87.75	\$ 89.51	Exempt	2.0%	Inflation	
Security Deposit (refundable)		\$ 5,306.00	\$ 5,306.00	Exempt	0.0%		
Special Event Permit							
Permit Administration Fee	5	\$ 263.74	\$ 269.02	Exempt	2.0%	Inflation	

* 2017 Proposed fee exclusive of applicable taxes

Department Division		Public Works Road Operations				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase
Oversize / Overweight Vehicles Operation Permit						
Single event move Permit (includes 2 inspections)						
Inspections (each)	30	\$ 118.00	\$ 120.00	HST	2.0%	Inflation
Permit Administration Fee	90	\$ 87.75	\$ 89.51	Exempt	2.0%	Inflation
Security Deposit (refundable)		\$ 5,306.00	\$ 5,306.00	Exempt	0.0%	
Annual Oversized Vehicle Permit (applicant required to submit an annual report on its fleet's operation on Regional Roads, including location & frequency of use)	220	\$ 233.99	\$ 238.67	Exempt	2.0%	Inflation
Tourism-Oriented Destination Signage (TODS)						
Application	5	\$ 57.36	\$ 58.51	Exempt	2.0%	Inflation
Installation – Small Signs	10	\$ 399.39	\$ 407.38	Exempt	2.0%	Inflation
Installation – Medium signs	10	\$ 571.51	\$ 582.94	Exempt	2.0%	Inflation
Installation – Large signs	15	\$ 799.96	\$ 815.95	Exempt	2.0%	Inflation
Annual maintenance – Small signs	50	\$ 68.65	\$ 70.02	Exempt	2.0%	Inflation
Annual maintenance – Medium signs	150	\$ 91.14	\$ 92.96	Exempt	2.0%	Inflation
Annual maintenance – Large signs	225	\$ 114.71	\$ 117.00	Exempt	2.0%	Inflation
Transportation Data						
Intersection Traffic Movement (TM) Count (8-hr)	2	\$ 68.65	\$ 70.02	HST	2.0%	Inflation
Automatic Traffic Recorder (ATR) Count (24-hr)	60	\$ 47.25	\$ 48.19	HST	2.0%	Inflation
Automatic Traffic Recorder (ATR) Book	2	\$ 174.38	\$ 177.87	HST	2.0%	Inflation
Traffic Signal Timing	20	\$ 58.53	\$ 59.70	HST	2.0%	Inflation
Collision Data	2	\$ 140.64	\$ 143.45	HST	2.0%	Inflation
Modelling Data	10	\$ 146.24	\$ 149.16	HST	2.0%	Inflation

* 2017 Proposed fee exclusive of applicable taxes

Department Division		Public Works Road Operations				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase
Noise Abatement (Retrofit)						
Installation of noise barriers (Actual costs include engineering fees shared by land owners on a lineal metre basis)	200 m	25% of the lesser of Engineering Cost Estimate or Actual Cost	25% of the lesser of Engineering Cost Estimate or Actual Cost	HST		As per Staff Report CS-69-06 Noise Attenuation Policy Update.
Municipal Access Agreements for New Service Providers						
Administrative and Legal Costs		\$ 2,341.63	\$ 2,388.47	HST	2.0%	Inflation
Agreement preparation		\$ 17,557.11	\$ 17,908.25	HST	2.0%	Inflation
Annual Letter of credit (security)		\$ 29,260.76	\$ 29,845.98	Exempt	2.0%	Inflation
Municipal Access Agreements for Telecommunication Carriers						
Telecommunication Carriers Annual Fee		\$ 5,274.86	\$ 5,380.36	HST	2.0%	PW-30-11 By-Law No 18-11.
Telecommunication Development Agreement Fee		\$ 5,274.86	\$ 5,380.36	HST	2.0%	PW-30-11 By-Law No 18-11.

* 2017 Proposed fee exclusive of applicable taxes

Department Division		Public Works Waste Management				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase
Tipping Fee (per tonne)	800	\$ 165.00	\$ 165.00	Exempt	0.0%	
Appliances (per unit)	400	\$ 5.00	\$ 5.00	Exempt	0.0%	
Asbestos (per tonne starting from 0; requires prior approval)		\$ 330.00	\$ 330.00	Exempt	0.0%	
Brick and Rubble (< wheel barrow)		\$ 5.00	\$ 5.00	Exempt	0.0%	
Brick and Rubble (> wheel barrow, equivalent to a pick-up truck, maximum 3 loads per year). Commercial loads not accepted		\$ 10.00	\$ 10.00	Exempt		
Container Station Fee (< 50 kg)	69,200	\$ 5.00	\$ 5.00	Exempt	0.0%	
Container Station Fee (51 - 150 kg)	21,000	\$ 10.00	\$ 10.00	Exempt	0.0%	
Container Station Fee (>150 kg) (per tonne, starting from 0)	7,500	\$ 165.00	\$ 165.00	Exempt	0.0%	
Commercial Blue Box Recyclables (per tonne, starting from 0)		\$ 165.00	\$ 165.00	Exempt	0.0%	
De-commissioned Soil (per tonne, starting from 0, requires prior approval, accepted on a case by case basis)		\$ 35.00	\$ 35.00	Exempt	0.0%	
Fill (< wheel barrow)		\$ 5.00	\$ 5.00	Exempt	0.0%	
Fill (> wheel barrow, equivalent to a pick-up truck, maximum 3 loads per year). Commercial loads not accepted		\$ 10.00	\$ 10.00	Exempt	0.0%	
Leaf and Yard (per load) - residential loads	4,500	\$ 5.00	\$ 5.00	Exempt	0.0%	
Leaf and Yard (per tonne, starting from 0) - commercial loads		\$ 165.00	\$ 165.00	Exempt		
Vacuumed Leaves (per tonne)		\$ 25.00	\$ 25.00	Exempt	0.0%	
Woodchips (150 kg or less) per load		\$ 5.00	\$ 5.00	Exempt	0.0%	
Woodchips (> 150 kg) per load		\$ 10.00	\$ 10.00	Exempt	0.0%	

* 2017 Proposed fee exclusive of applicable taxes

Department Division		Public Works Waste Management				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase
Blue Boxes - 16 gallon		\$ 4.42	\$ 4.42	HST	0.0%	
Blue Boxes - 22 gallon	500	\$ 4.42	\$ 4.42	HST	0.0%	
Composters	150	\$ 13.27	\$ 13.27	HST	0.0%	
Garbage Tags (5 per sheet)	15,000	\$ 10.00	\$ 10.00	Exempt	0.0%	
Green Carts - 13 gallon	75	\$ 13.27	\$ 13.27	HST	0.0%	
Security Deposit-Bin Rental (refundable) 11 - 20 bins		\$ 100.00	\$ 100.00	Exempt	0.0%	
Security Deposit-Bin Rental (refundable) 21 - 50 bins		\$ 200.00	\$ 200.00	Exempt	0.0%	
Security Deposit-Bin Rental (refundable) 51 or more bins		\$ 500.00	\$ 500.00	Exempt	0.0%	
Cost per damaged / missing bin		\$ 75.00	\$ 75.00	HST	0.0%	

* 2017 Proposed fee exclusive of applicable taxes

Department Division		Finance Financial Planning and Budgets				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase
Residential Administration Fee - per unit - Subdivision or Servicing Agreement	3,000-3,730	\$ 141.36	\$ 144.18	HST	2.0%	Inflation
Minor agreements (e.g., Servicing Agreements with no DCs, Deferral, Temporary Bldg. or any amendments to DC or Financial Agreements)	20	\$ 348.19	\$ 355.16	HST	2.0%	Inflation
Financial Agreements - (e.g., DC Prepayments or Capital Financing)	5	\$ 2,516.34	\$ 2,566.67	HST	2.0%	Inflation

* 2017 Proposed fee exclusive of applicable taxes

Department		Finance				
Division		Financial, Purchasing and Payroll Services				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase
Handling Fee-Couriered Documents	45	\$ 11.63	\$ 11.86	HST	2.0%	Inflation
Download Fee-Bid Documents	1,570	\$ 11.63	\$ 11.86	HST	2.0%	Inflation
Bid documents < \$100,000	30	\$ 17.24	\$ 17.58	HST	2.0%	Inflation
Bid documents > \$100,000	80	\$ 28.97	\$ 29.55	HST	2.0%	Inflation
New - Download Construction Tender and Drawings less than 50 sheets	76	\$ 48.65	\$ 49.63	HST	2.0%	Inflation
New - Download Construction Tender and Drawings greater than 50 sheets	76	\$ 97.31	\$ 99.25	HST	2.0%	Inflation
NSF Cheque Charge	55	\$ 23.36	\$ 23.83	Exempt	2.0%	Inflation
Administration Charge		\$ 11.63	\$ 11.86	HST	2.0%	Inflation

* 2017 Proposed fee exclusive of applicable taxes

Department Division		CAO Policy Integration & Communications					
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017/2016 Fee % Increase	Basis for Fee Increase	
Travel Mugs	100	\$ 13.82	\$ 14.10	HST	2.0%	Inflation	
Travel Mug Set	50	\$ 14.99	\$ 15.29	HST	2.0%	Inflation	
Coffee Mugs	150	\$ 14.48	\$ 14.77	HST	2.0%	Inflation	
Water Bottles	200	\$ 2.70	\$ 2.76	HST	2.0%	Inflation	
Pens	200	\$ 14.99	\$ 15.29	HST	2.0%	Inflation	
Wallet	35	\$ 25.70	\$ 26.22	HST	2.0%	Inflation	
Golf Balls	35	\$ 10.66	\$ 10.87	HST	2.0%	Inflation	
Umbrella	10	\$ 12.29	\$ 12.54	HST	2.0%	Inflation	
Ladies Watch	20	\$ 38.51	\$ 39.28	HST	2.0%	Inflation	
Men's Watch	20	\$ 41.62	\$ 42.45	HST	2.0%	Inflation	
Halton Pins	200	\$ 1.79	\$ 1.82	HST	2.0%	Inflation	
Business Card Holder	20	\$ 6.43	\$ 6.55	HST	2.0%	Inflation	
Tote Bag	75	\$ 6.43	\$ 6.55	HST	2.0%	Inflation	
Brief Case	25	\$ 28.92	\$ 29.50	HST	2.0%	Inflation	
Inukshuks	35	\$ 33.20	\$ 33.87	HST	2.0%	Inflation	
Men's golf shirts	40	\$ 27.85	\$ 28.40	HST	2.0%	Inflation	
Men's sweat shirts	20	\$ 27.85	\$ 28.40	HST	2.0%	Inflation	
Men's jackets	10	\$ 56.71	\$ 57.85	HST	2.0%	Inflation	
Men's T-shirts	40	\$ 10.71	\$ 10.92	HST	2.0%	Inflation	
Ladies Shirt	25	\$ 10.71	\$ 10.92	HST	2.0%	Inflation	
Women's T-shirts	25	\$ 10.71	\$ 10.92	HST	2.0%	Inflation	
Ladies Sweat Shirts	30	\$ 31.01	\$ 31.63	HST	2.0%	Inflation	

* 2017 Proposed fee exclusive of applicable taxes

HALTON REGION

Budget and Business Plan **2017**

Water & Wastewater Details

Rate Supported Budget Summary

Regional Water & Wastewater Services											
Rate Supported Services	2015	2016		2017			Change in Budget				
	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	%	2017 Requested to 2016 Approved	%	
Treatment	\$ 63,688,282	\$ 66,289,765	\$ 65,515,788	\$ 69,020,174	\$ 198,326	\$ 69,218,500	\$ 2,730,409	4.1%	\$ 2,928,735	4.4%	
System Services	46,027,686	48,415,718	49,178,718	48,864,758	135,571	49,000,329	449,040	0.9%	584,611	1.2%	
Infrastructure Planning & Policy	3,191,955	3,632,262	3,543,262	3,802,605	163,918	3,966,524	170,343	4.7%	334,261	9.2%	
Engineering & Construction	9,614,673	11,873,738	10,018,650	12,211,586	119,145	12,330,731	337,848	2.8%	456,993	3.8%	
Public Works Administration	114,868	100,000	100,000	100,000	-	100,000	-	0.0%	-	0.0%	
Recoveries from Capital Projects	(14,458,997)	(16,982,940)	(14,584,971)	(17,352,583)	(377,503)	(17,730,087)	(369,643)	2.2%	(747,147)	4.4%	
Gross Operating Expenditures	\$ 108,178,466	113,328,544	113,771,448	116,646,541	239,457	116,885,997	3,317,997	2.9%	3,557,453	3.1%	
Capital Expenses											
Debt Charges	36,856,436	38,290,916	36,100,916	33,220,286	-	33,220,286	(5,070,630)	-13.2%	(5,070,630)	-13.2%	
Transfers to Reserve	43,288,001	48,526,789	48,526,789	55,657,002	-	55,657,002	7,130,213	14.7%	7,130,213	14.7%	
Transfers to Vehicle Reserve	1,154,000	1,303,500	1,303,500	1,386,100	-	1,386,100	82,600	6.3%	82,600	6.3%	
Transfers to Gas Tax Reserve	9,481,778	9,482,000	9,482,000	9,482,000	-	9,482,000	-	0.0%	-	0.0%	
Transfers from Reserve	(10,237,660)	(9,610,207)	(9,610,207)	(9,552,017)	-	(9,552,017)	58,190	-0.6%	58,190	-0.6%	
Capital Expenditures	80,542,555	87,992,999	85,802,999	90,193,371	-	90,193,371	2,200,372	2.5%	2,200,372	2.5%	
Total Gross Expenditures	\$ 188,721,021	201,321,543	199,574,447	206,839,912	239,457	207,079,368	5,518,369	2.7%	5,757,826	2.9%	
Subsidy Revenue	(9,481,778)	(9,482,000)	(9,482,000)	(9,482,000)	-	(9,482,000)	-	0.0%	-	0.0%	
Other Revenues											
Bulk Water Charges	(645,168)	(660,800)	(660,800)	(694,400)	-	(694,400)	(33,600)	5.1%	(33,600)	5.1%	
Fees for Service	(3,561,001)	(3,378,238)	(3,411,142)	(3,495,044)	-	(3,495,044)	(116,806)	3.5%	(116,806)	3.5%	
Sewer Discharge Agreements	(1,199,569)	(960,000)	(960,000)	(1,079,200)	-	(1,079,200)	(119,200)	12.4%	(119,200)	12.4%	
Interest Earnings	(3,617,000)	(3,617,000)	(3,617,000)	(3,617,000)	-	(3,617,000)	-	0.0%	-	0.0%	
Total Revenue	(18,504,516)	(18,098,038)	(18,130,942)	(18,367,644)	-	(18,367,644)	(269,606)	1.5%	(269,606)	1.5%	
Net Program Impact	\$ 170,216,506	\$ 183,223,505	\$ 181,443,505	\$ 188,472,268	\$ 239,457	\$ 188,711,725	\$ 5,248,763	2.9%	\$ 5,488,219	3.0%	
Growth Impact:											
Consumption Adjustment (-3.5%)									3,825,965	2.1%	
Uniform Rate									2,585,351	1.4%	
Wastewater Cap Removal									(1,340,687)	-0.7%	
Customer Growth (1.6%)									(1,126,970)	-0.6%	
Net Increase Requirement									\$ 9,431,879	5.1%	



Gross Expenditures & Revenue by Program															
\$000s	Total Direct Costs					Other Expenditures					Capital Expenditures				
	2015	2016	2017	Change in Budget		2015	2016	2017	Change in Budget		2015	2016	2017	Change in Budget	
	Actual	Approved Budget	Requested Budget	2017 Requested to 2016 Approved	2016 Approved	Actual	Approved Budget	Requested Budget	2017 Requested to 2016 Approved	2016 Approved	Actual	Approved Budget	Requested Budget	2017 Requested to 2016 Approved	2016 Approved
Treatment	\$ 55,424	\$ 57,520	\$ 60,492	\$ 2,971	5.2%	\$ 6,590	\$ 6,690	\$ 6,677	\$ (14)	-0.2%	\$ -	\$ -	\$ -	\$ -	0.0%
System Services	35,734	37,417	37,578	160	0.4%	9,514	10,998	11,328	330	3.0%	-	-	-	-	0.0%
Infrastructure Planning & Policy	4,847	5,597	5,941	344	6.1%	(3,999)	(4,960)	(5,194)	(234)	4.7%	-	-	-	-	0.0%
Engineering & Construction	7,789	9,131	9,401	270	3.0%	(7,789)	(9,131)	(9,401)	(270)	3.0%	-	-	-	-	0.0%
Public Works Administration	4,120	4,691	4,762	71	1.5%	(4,053)	(4,626)	(4,697)	(71)	1.5%	-	-	-	-	0.0%
Capital Financing	-	-	-	-	0.0%	-	-	-	-	0.0%	80,543	87,993	90,193	2,200	2.5%
Total Water & Wastewater Systems	107,915	114,357	118,174	3,817	3.3%	264	(1,028)	(1,288)	(260)	25.2%	80,543	87,993	90,193	2,200	2.5%
Water & Wastewater Rate Revenues															
Bulk Water Charges	-	-	-	-	-	-	-	-	-	0.0%	-	-	-	-	0.0%
Gas Tax Revenues	-	-	-	-	-	-	-	-	-	0.0%	-	-	-	-	0.0%
Fees for Service	-	-	-	-	-	-	-	-	-	0.0%	-	-	-	-	0.0%
Sewer Discharge Agreements	-	-	-	-	-	-	-	-	-	0.0%	-	-	-	-	0.0%
Interest Earnings	-	-	-	-	-	-	-	-	-	0.0%	-	-	-	-	0.0%
Total Rate Revenues	-	-	-	-	-	-	-	-	-	0.0%	-	-	-	-	0.0%
Total Rate Impact	\$ 107,915	\$ 114,357	\$ 118,174	\$ 3,817	3.3%	\$ 264	\$ (1,028)	\$ (1,288)	\$ (260)	25.2%	\$ 80,543	\$ 87,993	\$ 90,193	\$ 2,200	2.5%

Gross Expenditures & Revenue by Program															
\$000s	Total Gross Expenditures					Total Revenue					Net Program Expenditures				
	2016		2017	Change in Budget		2016		2017	Change in Budget		2016		2017	Change in Budget	
	2015 Actual	Approved Budget	Requested Budget	2017 Requested to 2016 Approved		2015 Actual	Approved Budget	Requested Budget	2017 Requested to 2016 Approved		2015 Actual	Approved Budget	Requested Budget	2017 Requested to 2016 Approved	
Treatment	\$ 62,014	\$ 64,211	\$ 67,168	\$ 2,958	4.6%	\$ -	\$ -	\$ -	\$ -		\$ 62,014	\$ 64,211	\$ 67,168	\$ 2,958	4.6%
System Services	45,248	48,416	48,906	490	1.0%	-	-	-	-		45,248	48,416	48,906	490	1.0%
Infrastructure Planning & Policy	848	637	747	109	17.2%	-	-	-	-		848	637	747	109	17.2%
Engineering & Construction	-	-	-	-	0.0%	-	-	-	-		-	-	-	-	0.0%
Public Works Administration	68	65	65	-	0.0%	-	-	-	-		68	65	65	-	0.0%
Capital Financing	80,543	87,993	90,193	2,200	2.5%	-	-	-	-		80,543	87,993	90,193	2,200	2.5%
Total Water & Wastewater Systems	188,721	201,322	207,079	5,758	2.9%	-	-	-	-		188,721	201,322	207,079	5,758	2.9%
Water & Wastewater Rate Revenues															
Subsidy Revenue	-	-	-	-	0.0%	(9,482)	(9,482)	(9,482)	-	0.0%	(9,482)	(9,482)	(9,482)	-	0.0%
Bulk Water Charges	-	-	-	-	0.0%	(645)	(661)	(694)	(34)	5.1%	(645)	(661)	(694)	(34)	5.1%
Fees for Service	-	-	-	-	0.0%	(3,561)	(3,378)	(3,495)	(117)	3.5%	(3,561)	(3,378)	(3,495)	(117)	3.5%
Sewer Discharge Agreements	-	-	-	-	0.0%	(1,200)	(960)	(1,079)	(119)	12.4%	(1,200)	(960)	(1,079)	(119)	12.4%
Interest Earnings	-	-	-	-	0.0%	(3,617)	(3,617)	(3,617)	-	0.0%	(3,617)	(3,617)	(3,617)	-	0.0%
Total Rate Revenues	-	-	-	-	0.0%	(18,505)	(18,098)	(18,368)	(270)	1.5%	(18,505)	(18,098)	(18,368)	(270)	1.5%
Total Rate Impact	\$ 188,721	\$ 201,322	\$ 207,079	\$ 5,758	2.9%	\$ (18,505)	\$ (18,098)	\$ (18,368)	\$ (270)	1.5%	\$ 170,216	\$ 183,224	\$ 188,712	\$ 5,488	3.0%



Departmental Summary

Rate Supported Services	2015	2016		2017			Change in Budget			
	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 43,776,320	\$ 47,834,780	\$ 44,165,068	\$ 48,748,080	\$ 598,280	\$ 49,346,360	\$ 913,300	1.9%	\$ 1,511,580	3.2%
Materials & Supplies	25,427,699	25,746,488	26,039,317	27,062,259	18,680	27,080,939	1,315,771	5.1%	1,334,451	5.2%
Purchased Services	37,850,279	38,098,255	39,312,118	39,225,231	-	39,225,231	1,126,976	3.0%	1,126,976	3.0%
Financial & Rent Expenses	297,805	210,195	128,595	54,142	-	54,142	(156,052)	-74.2%	(156,052)	-74.2%
Grants & Assistance	562,779	2,467,000	2,467,000	2,467,000	-	2,467,000	-	0.0%	-	0.0%
Total Direct Costs	107,914,882	114,356,717	112,112,097	117,556,712	616,960	118,173,672	3,199,995	2.8%	3,816,955	3.3%
Allocated Charges / Recoveries	(12,844,321)	(13,606,688)	(10,919,164)	(14,364,934)	(377,503)	(14,742,438)	(758,246)	5.6%	(1,135,749)	8.3%
Corporate Support	11,734,655	12,520,515	12,520,515	13,369,063	-	13,369,063	848,548	6.8%	848,548	6.8%
Transfer to Reserves - Operating	1,580,227	58,000	58,000	85,700	-	85,700	27,700	47.8%	27,700	47.8%
Transfer from Reserves - Operating	(206,977)	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	108,178,466	113,328,544	113,771,448	116,646,541	239,457	116,885,997	3,317,997	2.9%	3,557,453	3.1%
Transfer to Reserves - Capital	44,442,001	49,830,289	49,830,289	57,043,102	-	57,043,102	7,212,813	14.5%	7,212,813	14.5%
Transfer to Gas Tax Reserve	9,481,778	9,482,000	9,482,000	9,482,000	-	9,482,000	-	0.0%	-	0.0%
Transfer from Reserves - Capital	(10,237,660)	(9,610,207)	(9,610,207)	(9,552,017)	-	(9,552,017)	58,190	-0.6%	58,190	-0.6%
Debt Charges	36,856,436	38,290,916	36,100,916	33,220,286	-	33,220,286	(5,070,630)	-13.2%	(5,070,630)	-13.2%
Capital Financing Expenditures	80,542,555	87,992,999	85,802,999	90,193,371	-	90,193,371	2,200,372	2.5%	2,200,372	2.5%
Total Gross Expenditures	188,721,021	201,321,543	199,574,447	206,839,912	239,457	207,079,368	5,518,369	2.7%	5,757,826	2.9%
Subsidy Revenue	(9,481,778)	(9,482,000)	(9,482,000)	(9,482,000)	-	(9,482,000)	-	0.0%	-	0.0%
Other Revenue	(9,022,738)	(8,616,038)	(8,648,942)	(8,885,644)	-	(8,885,644)	(269,606)	3.1%	(269,606)	3.1%
Total Revenue	(18,504,516)	(18,098,038)	(18,130,942)	(18,367,644)	-	(18,367,644)	(269,606)	1.5%	(269,606)	1.5%
Net Program Impact	\$ 170,216,506	\$ 183,223,505	\$ 181,443,505	\$ 188,472,268	\$ 239,457	\$ 188,711,725	\$ 5,248,763	2.9%	\$ 5,488,219	3.0%

Staff Complement (F.T.E.)	2016	2017			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
FTE	447.0	447.0	5.0	452.0	0.0	0.0%	5.0	1.1%

Budget Change Report

Rate Supported Services	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 47,834,780	\$ 44,165,068	\$ 48,748,080	\$ 598,280	\$ 49,346,360	\$ 1,511,580	3.2%	Increase includes Strategic Investments for 5 FTEs; a Senior Policy Analyst, an Infrastructure Network Analyst, a Water Meter Program Coordinator, a Maintenance Manager, and a Construction Inspector.
Materials & Supplies	25,746,488	26,039,317	27,062,259	18,680	27,080,939	1,334,451	5.2%	Increase in Hydro of \$2.3 million based on a forecast rate increase and additional usage resulting from upgrades at Skyway and Mid-Halton WWTP, \$40,000 increase in plant maintenance materials, and \$26,000 inflationary increase in chemicals; offset by decreases of (\$541,000) in materials from stores due to the movement of replacement meters to the capital program, (\$341,000) in materials costs for main and service connection repairs, which are now included in contracted services, and (\$34,000) in travel expenses to reflect actual trends.
Purchased Services	38,098,255	39,312,118	39,225,231	-	39,225,231	1,126,976	3.0%	Increase includes \$938,000 for contracted services due to revised contracts for main/service connection repairs, increased meter installation costs, and the new large meter maintenance program. \$252,000 for plant maintenance, \$200,000 for locate requests, \$135,000 for property taxes, and \$101,000 in water billing charges based on price increases and customer growth; partly offset by reductions in professional consulting fees of (\$344,000) based on actual trends and (\$183,000) in training/ conferences due to centralization of costs in Human Resources.
Financial and Rent Expenses	210,195	128,595	54,142	-	54,142	(156,052)	-74.2%	A reduction of (\$156,000) in equipment leases; as Region-owned equipment is being utilized.
Grants & Assistance	2,467,000	2,467,000	2,467,000	-	2,467,000	-	0.0%	
Total Direct Costs	114,356,717	112,112,097	117,556,712	616,960	118,173,672	3,816,955	3.3%	
Allocated Charges/Recoveries	(13,606,688)	(10,919,164)	(14,364,934)	(377,503)	(14,742,438)	(1,135,749)	8.3%	An increase of (\$747,000) in recoveries from capital to reflect project delivery costs and for additional staff resources considered in strategic investments in support of the capital program; offset by reductions of (\$228,000) for advertising charges moved to corporate support, (\$61,000) in IT charges due to savings with a new contract, and (\$100,000) in engineering project investigation charges based on actual trend.
Corporate Support	12,520,515	12,520,515	13,369,063	-	13,369,063	848,548	6.8%	Inflationary increases in corporate support costs, with additional increases for Asset Management and IT as well as the movement of advertising costs
Transfer to Reserves - Operating	58,000	58,000	85,700	-	85,700	27,700	47.8%	Increase for new residential water and wastewater connection charges; based on increased revenues as per Report No. (FN-11-16) re: "Impose Charges for the Installation of a Wastewater Service Extension to 8724 and 8750 Regional Road 25, Ward 2, Town of Milton".
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	113,328,544	113,771,448	116,646,541	239,457	116,885,997	3,557,453	3.1%	
Transfer to Reserves - Capital	59,312,289	59,312,289	66,525,102	-	66,525,102	7,212,813	12.2%	Increase due to a \$7,100,000 increase to support growing State of Good Repair Capital Program and \$82,600 for new/replacement vehicles.
Transfer from Reserves - Capital	(9,610,207)	(9,610,207)	(9,552,017)	-	(9,552,017)	58,190	-0.6%	Decrease due to deferred DC recovery for deferred growth-related debt issuance.
Debt Charges	38,290,916	36,100,916	33,220,286	-	33,220,286	(5,070,630)	-13.2%	Decrease due to pay-as-you-go financing which has been used to fund consumption and rate structure adjustments in 2017.
Capital Expenditures	87,992,999	85,802,999	90,193,371	-	90,193,371	2,200,372	2.5%	
Total Gross Expenditures	201,321,543	199,574,447	206,839,912	239,457	207,079,368	5,757,826	2.9%	
Subsidy Revenue	(9,482,000)	(9,482,000)	(9,482,000)	-	(9,482,000)	-	0.0%	
Other Revenue	(8,616,038)	(8,648,942)	(8,885,644)	-	(8,885,644)	(269,606)	3.1%	Increases in sewer discharge agreement revenue of (\$119,000), and (\$109,000) in permit revenues based on an inflationary fee increase and volume increases based on actual trends, (\$34,000) in bulk water revenue based on rate increase, and (\$28,000) in connection charge revenue.
Total Revenue	(18,098,038)	(18,130,942)	(18,367,644)	-	(18,367,644)	(269,606)	1.5%	
Net Program Expenditures	\$ 183,223,505	\$ 181,443,505	\$ 188,472,268	\$ 239,457	\$ 188,711,725	\$ 5,488,219	3.0%	



Divisional Summary

Public Works Administration	2015	2016		2017			Change in Budget			
	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 3,339,174	\$ 3,484,950	\$ 3,302,308	\$ 3,601,460	\$ -	\$ 3,601,460	\$ 116,510	3.3%	\$ 116,510	3.3%
Materials & Supplies	466,434	468,350	464,250	473,800	-	473,800	5,450	1.2%	5,450	1.2%
Purchased Services	312,969	735,867	692,067	685,167	-	685,167	(50,700)	-6.9%	(50,700)	-6.9%
Financial & Rent Expenses	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	1,569	2,000	2,000	2,000	-	2,000	-	0.0%	-	0.0%
Total Direct Costs	4,120,146	4,691,167	4,460,625	4,762,427	-	4,762,427	71,260	1.5%	71,260	1.5%
Allocated Charges / Recoveries	(4,782,242)	(5,405,253)	(5,174,711)	(5,484,002)	-	(5,484,002)	(78,749)	1.5%	(78,749)	1.5%
Corporate Support	729,716	779,086	779,086	786,575	-	786,575	7,489	1.0%	7,489	1.0%
Transfer to Reserves - Operating	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	67,620	65,000	65,000	65,000	-	65,000	-	0.0%	(0)	0.0%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer to Gas Tax Reserve	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Financing Expenditures	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	67,620	65,000	65,000	65,000	-	65,000	-	0.0%	(0)	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(67,620)	(65,000)	(65,000)	(65,000)	-	(65,000)	-	0.0%	-	0.0%
Total Revenue	(67,620)	(65,000)	(65,000)	(65,000)	-	(65,000)	-	0.0%	-	0.0%
Net Program Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Budget Change Report

PW Admin	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 3,484,950	\$ 3,302,308	\$ 3,601,460	\$ -	\$ 3,601,460	\$ 116,510	3.3%	
Materials & Supplies	468,350	464,250	473,800	-	473,800	5,450	1.2%	Increase to materials and supplies of \$5,000 based on actual trends.
Purchased Services	735,867	692,067	685,167	-	685,167	(50,700)	-6.9%	Decrease of (\$34,000) due to reduced need for Professional Services, and decreases totalling (\$15,000) for temporary agency support, contracted services, and other expenses were made to reflect actual trends.
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	2,000	2,000	2,000	-	2,000	-	0.0%	
Total Direct Costs	4,691,167	4,460,625	4,762,427	-	4,762,427	71,260	1.5%	
Allocated Charges/Recoveries	(5,405,253)	(5,174,711)	(5,484,002)	-	(5,484,002)	(78,749)	1.5%	Inflationary increase for interdepartmental recoveries
Corporate Support	779,086	779,086	786,575	-	786,575	7,489	1.0%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	65,000	65,000	65,000	-	65,000	-	0.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	65,000	65,000	65,000	-	65,000	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(65,000)	(65,000)	(65,000)	-	(65,000)	-	0.0%	
Total Revenue	(65,000)	(65,000)	(65,000)	-	(65,000)	-	0.0%	
Net Program Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	



Water & Wastewater Treatment

Divisional Summary

Water & Wastewater Treatment	2015	2016		2017			Change in Budget			
	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 16,199,892	\$ 17,562,190	\$ 16,073,294	\$ 17,879,050	\$ 154,580	\$ 18,033,630	\$ 316,860	1.8%	\$ 471,440	2.7%
Materials & Supplies	17,861,159	17,664,077	18,541,217	19,985,689	2,615	19,988,304	2,321,612	13.1%	2,324,227	13.2%
Purchased Services	21,232,321	22,255,299	22,045,989	22,430,332	-	22,430,332	175,033	0.8%	175,033	0.8%
Financial & Rent Expenses	13,606	13,900	14,300	14,600	-	14,600	700	5.0%	700	5.0%
Grants & Assistance	25,000	25,000	25,000	25,000	-	25,000	-	0.0%	-	0.0%
Total Direct Costs	55,331,977	57,520,467	56,699,801	60,334,671	157,195	60,491,866	2,814,204	4.9%	2,971,399	5.2%
Allocated Charges / Recoveries	1,994,593	2,527,211	3,087,781	2,229,858	41,131	2,270,989	(297,353)	-11.8%	(256,222)	-10.1%
Corporate Support	3,870,548	4,152,937	4,152,937	4,395,592	-	4,395,592	242,655	5.8%	242,655	5.8%
Transfer to Reserves - Operating	736,747	10,000	10,000	10,000	-	10,000	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(12,123)	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	61,921,742	64,210,615	63,950,519	66,970,121	198,326	67,168,447	2,759,507	4.3%	2,957,832	4.6%
Transfer to Reserves - Capital	22,221,001	26,040,144	26,040,144	29,646,551	-	29,646,551	3,606,407	13.8%	3,606,407	13.8%
Transfer to Gas Tax Reserve	4,740,889	4,741,000	4,741,000	4,741,000	-	4,741,000	-	0.0%	-	0.0%
Transfer from Reserves - Capital	(5,118,830)	(4,805,103)	(4,805,103)	(4,776,009)	-	(4,776,009)	29,095	-0.6%	29,095	-0.6%
Debt Charges	18,639,913	19,145,458	18,050,458	16,610,143	-	16,610,143	(2,535,315)	-13.2%	(2,535,315)	-13.2%
Capital Financing Expenditures	40,482,973	45,121,499	44,026,499	46,221,686	-	46,221,686	1,100,186	2.4%	1,100,186	2.4%
Total Gross Expenditures	102,404,715	109,332,114	107,977,018	113,191,807	198,326	113,390,133	3,859,693	3.5%	4,058,019	3.7%
Subsidy Revenue	(4,740,889)	(4,741,000)	(4,741,000)	(4,741,000)	-	(4,741,000)	-	0.0%	-	0.0%
Other Revenue	(2,842,583)	(3,007,300)	(2,997,204)	(3,136,500)	-	(3,136,500)	(129,200)	4.3%	(129,200)	4.3%
Total Revenue	(7,583,472)	(7,748,300)	(7,738,204)	(7,877,500)	-	(7,877,500)	(129,200)	1.7%	(129,200)	1.7%
Net Program Impact	\$ 94,821,243	\$ 101,583,814	\$ 100,238,814	\$ 105,314,307	\$ 198,326	\$ 105,512,633	\$ 3,730,493	3.7%	\$ 3,928,819	3.9%

Budget Change Report

Water & Wastewater Treatment	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 17,562,190	\$ 16,073,294	\$ 17,879,050	\$ 154,580	\$ 18,033,630	\$ 471,440	2.7%	Includes a Strategic Investment for a Maintenance Manager
Materials & Supplies	17,664,077	18,541,217	19,985,689	2,615	19,988,304	2,324,227	13.2%	An increase of \$2.3 million in hydro based on a forecasted rate increase and additional usage resulting from upgrades at Skyway and Mid-Halton WWTP. Additional increases include \$34,000 in plant maintenance materials to maintain a state of good repair, \$26,000 in chemicals due to the decreased value of the Canadian dollar, and \$25,000 in phone charges due to the increased number of land lines at treatment facilities and air cards for staff; offset by decreases in other materials and supplies totalling (\$36,000) were identified to more closely align with spending trends.
Purchased Services	22,255,299	22,045,989	22,430,332	-	22,430,332	175,033	0.8%	Increase includes \$211,000 in Plant maintenance purchased services to maintain a state of good repair, increase in Property taxes by \$135,000 to align with actual trends, contracted rate increase of \$48,000 for biosolids haulage, and increased water billing charges by \$28,000 based on a rate increase and customer growth; offset by reductions for staff training (\$175,000), (\$57,000) in contracted services, (\$23,000) in equipment maintenance and (\$15,000) in professional services.
Financial and Rent Expenses	13,900	14,300	14,600	-	14,600	700	5.0%	Increase in payments made to the Hamilton Port Authority.
Grants & Assistance	25,000	25,000	25,000	-	25,000	-	0.0%	
Total Direct Costs	57,520,467	56,699,801	60,334,671	157,195	60,491,866	2,971,399	5.2%	
Allocated Charges/Recoveries	2,527,211	3,087,781	2,229,858	41,131	2,270,989	(256,222)	-10.1%	Decrease for risk management charges resulting from a reallocation to System Services based on actual trends, and in engineering project investigation charges which are no longer required
Corporate Support	4,152,937	4,152,937	4,395,592	-	4,395,592	242,655	5.8%	Reflects increase for 2 FTEs (2015 and 2016 SIF) resulting in increase in HR, Asset Management, PC and Phone charges
Transfer to Reserves - Operating	10,000	10,000	10,000	-	10,000	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	64,210,615	63,950,519	66,970,121	198,326	67,168,447	2,957,832	4.6%	
Transfer to Reserves - Capital	30,781,144	30,781,144	34,387,551	-	34,387,551	3,606,407	11.7%	Increase due to a \$3,600,000 increase to support growing State of Good Repair Capital Program.
Transfer from Reserves - Capital	(4,805,103)	(4,805,103)	(4,776,009)	-	(4,776,009)	29,095	-0.6%	Decrease related to the shifting of recoverable growth for unfunded debt issuance from 2017 to 2018.
Debt Charges	19,145,458	18,050,458	16,610,143	-	16,610,143	(2,535,315)	-13.2%	Decrease due to retired and cancelled debt due to project closures and deferrals.
Capital Expenditures	45,121,499	44,026,499	46,221,686	-	46,221,686	1,100,186	2.4%	
Total Gross Expenditures	109,332,114	107,977,018	113,191,807	198,326	113,390,133	4,058,019	3.7%	
Subsidy Revenue	(4,741,000)	(4,741,000)	(4,741,000)	-	(4,741,000)	-	0.0%	
Other Revenue	(3,007,300)	(2,997,204)	(3,136,500)	-	(3,136,500)	(129,200)	4.3%	Increase in Wastewater surcharge fees by (\$119,000) and septic tank fees increased by (\$10,000) to reflect actual trends as well as a 2% inflationary fee increase.
Total Revenue	(7,748,300)	(7,738,204)	(7,877,500)	-	(7,877,500)	(129,200)	1.7%	
Net Program Expenditures	\$ 101,583,814	\$ 100,238,814	\$ 105,314,307	\$ 198,326	\$ 105,512,633	\$ 3,928,819	3.9%	



Strategic Investment

Maintenance Manager

Funding Source	Rate
----------------	------

Program Details

Department	Public Works
Division	Water & Wastewater Treatment
Program	Plant Maintenance
Cost Centre	233200

Complement Details

Position Title	Maintenance Manager
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 154,580	\$ 154,580
Materials & Supplies	2,615	900
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	157,195	155,480
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	157,195	155,480
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 157,195	\$ 155,480

Business Case

Recommendation:

Approve 1 FTE for a Treatment Plant Maintenance Manager to provide strategic leadership for the development and management of a comprehensive plant maintenance program necessary to ensure essential water and wastewater services are provided to the residents of Halton.

Need:

Halton Region has an extensive preventative maintenance program to ensure that the required levels of service for water and wastewater treatment are reliably provided to the residents of Halton. With the addition of new and more complex treatment infrastructure these requirements have evolved and the program must be continually updated to maintain the expected levels of service. In total, the asset inventory increased by 71% from 2009 to 2015 and this increase is expected to continue in the foreseeable future.

With past and contemplated expansions and upgrades of the Halton's treatment facilities there has been a significant increase in the number and type of electrical, mechanical, instrumental and SCADA equipment that must be maintained to ensure continued operation of the various treatment facilities. A large percentage of this work is currently delivered through contracted services requiring additional coordination and oversight. Plant maintenance is currently delivered through 2 separate maintenance groups as part of the Water and Wastewater Treatment Operations portfolios. Combined, plant maintenance includes 2 supervisors and 36 union and non-unionized staff, responsible for a program with a \$18 million annual operating budget.

Based on internal and external reviews, additional management resources are required to ensure effective delivery of the program. In addition, the manager will provide an opportunity to improve the efficiency and effectiveness of the group by combining the 2 programs. A Treatment Plant Maintenance Manager is required to: 1) Update and monitor a detailed plant maintenance program for Halton's 5 Water Purification Plants, 6 Groundwater Well systems, 7 Wastewater Treatment Plants, their associated outlying facilities and the Biosolids Management Centre, 2) Effectively manage internal maintenance staff and program requirements, 3) Effectively manage the ever increasing role of contracted services in plant maintenance and 4) Evaluate and implement efficiencies available through a combined maintenance program.

Implications:

Effective plant maintenance is required to achieve the desired level of water and wastewater treatment expected by the residents of Halton. Without the requested additional resources there is an increased risk of service interruption and continued inefficiencies in the delivery of the program. In addition, the consistency of delivery, documentation and oversight of contracted services will be less than optimal.

Alternatives:

This position is not considered a good candidate for outsourcing as familiarity with Halton specific equipment is required. Continuing to provide services through existing staff will result in operating inefficiencies and an increase in costs for external maintenance services.

Reference:

N/A



Water & Wastewater System Services

Divisional Summary

Water & Wastewater System Services	2015	2016		2017			Change in Budget			
	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 12,551,860	\$ 13,195,850	\$ 12,975,850	\$ 13,391,830	\$ 92,470	\$ 13,484,300	\$ 195,980	1.5%	\$ 288,450	2.2%
Materials & Supplies	6,760,983	7,196,432	6,676,432	6,209,618	1,970	6,211,588	(986,813)	-13.7%	(984,843)	-13.7%
Purchased Services	15,694,764	14,408,788	15,993,788	15,422,346	-	15,422,346	1,013,558	7.0%	1,013,558	7.0%
Financial & Rent Expenses	99,615	196,295	114,295	39,542	-	39,542	(156,752)	-79.9%	(156,752)	-79.9%
Grants & Assistance	534,589	2,420,000	2,420,000	2,420,000	-	2,420,000	-	0.0%	-	0.0%
Total Direct Costs	35,641,811	37,417,364	38,180,364	37,483,337	94,440	37,577,777	65,973	0.2%	160,413	0.4%
Allocated Charges / Recoveries	5,077,604	6,895,980	6,895,980	6,891,282	(53,309)	6,837,972	(4,699)	-0.1%	(58,008)	-0.8%
Corporate Support	3,787,845	4,054,374	4,054,374	4,414,440	-	4,414,440	360,066	8.9%	360,066	8.9%
Transfer to Reserves - Operating	774,704	48,000	48,000	75,700	-	75,700	27,700	57.7%	27,700	57.7%
Transfer from Reserves - Operating	(194,854)	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	45,087,110	48,415,718	49,178,718	48,864,758	41,131	48,905,889	449,040	0.9%	490,171	1.0%
Transfer to Reserves - Capital	22,221,001	23,790,144	23,790,144	27,396,551	-	27,396,551	3,606,407	15.2%	3,606,407	15.2%
Transfer to Gas Tax Reserve	4,740,889	4,741,000	4,741,000	4,741,000	-	4,741,000	-	0.0%	-	0.0%
Transfer from Reserves - Capital	(5,118,830)	(4,805,103)	(4,805,103)	(4,776,009)	-	(4,776,009)	29,095	-0.6%	29,095	-0.6%
Debt Charges	18,216,523	19,145,458	18,050,458	16,610,143	-	16,610,143	(2,535,315)	-13.2%	(2,535,315)	-13.2%
Capital Financing Expenditures	40,059,582	42,871,499	41,776,499	43,971,686	-	43,971,686	1,100,186	2.6%	1,100,186	2.6%
Total Gross Expenditures	85,146,692	91,287,218	90,955,218	92,836,444	41,131	92,877,575	1,549,226	1.7%	1,590,357	1.7%
Subsidy Revenue	(4,740,889)	(4,741,000)	(4,741,000)	(4,741,000)	-	(4,741,000)	-	0.0%	-	0.0%
Other Revenue	(4,031,009)	(4,230,927)	(4,273,927)	(4,228,283)	-	(4,228,283)	2,644	-0.1%	2,644	-0.1%
Total Revenue	(8,771,898)	(8,971,927)	(9,014,927)	(8,969,283)	-	(8,969,283)	2,644	0.0%	2,644	0.0%
Net Program Impact	\$ 76,374,794	\$ 82,315,291	\$ 81,940,291	\$ 83,867,161	\$ 41,131	\$ 83,908,292	\$ 1,551,870	1.9%	\$ 1,593,001	1.9%



Budget Change Report

Water & Wastewater System Services	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 13,195,850	\$ 12,975,850	\$ 13,391,830	\$ 92,470	\$ 13,484,300	\$ 288,450	2.2%	Increase in 1.0 FTE as a Water Meter Program Co-ordinator in the 2017 Strategic Investments.
Materials & Supplies	7,196,432	6,676,432	6,209,618	1,970	6,211,588	(984,843)	-13.7%	Decreases including (\$548,000) in materials from stores mainly due to the movement of meter replacements to the capital program, and (\$341,000) savings in unshrinkable fill and stone which are now provided by the contractor for main and service connection repairs.
Purchased Services	14,408,788	15,993,788	15,422,346	-	15,422,346	1,013,558	7.0%	Increase in contracted services of \$996,000 resulting from the new large meter maintenance program, and also increased costs for main and service connection repairs now that materials are included in the contract cost; offset partially by decreases in contracted services for the movement of new and replacement meters to the capital program and a reduction in the toilet rebate program to reflect program maturity. An increase of \$200,000 for locate requests, and \$74,000 in water billing charges based on price increases and customer growth; partially offsetting these increases are savings of (\$282,000) in professional consulting services based on actual trends.
Financial and Rent Expenses	196,295	114,295	39,542	-	39,542	(156,752)	-79.9%	Savings of (\$157,000) in equipment leases with the purchase of Region-owned equipment.
Grants & Assistance	2,420,000	2,420,000	2,420,000	-	2,420,000	-	0.0%	
Total Direct Costs	37,417,364	38,180,364	37,483,337	94,440	37,577,777	160,413	0.4%	
Allocated Charges/Recoveries	6,895,980	6,895,980	6,891,282	(53,309)	6,837,972	(58,008)	-0.8%	Increased recoveries from capital projects related to additional staff resources submitted as strategic investments; offset by decreases in Advertising charge moved from Allocated charges to Corporate Support
Corporate Support	4,054,374	4,054,374	4,414,440	-	4,414,440	360,066	8.9%	Reflects increase in Advertising moved from Allocated charges and increase for 11 FTEs (2015 and 2016 SIF) resulting in increase in HR, Asset Management and PC charges
Transfer to Reserves - Operating	48,000	48,000	75,700	-	75,700	27,700	57.7%	Increase in new residential Water and Wastewater connection charges based on increased revenues.
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	48,415,718	49,178,718	48,864,758	41,131	48,905,889	490,171	1.0%	
Transfer to Reserves - Capital	28,531,144	28,531,144	32,137,551	-	32,137,551	3,606,407	12.6%	Increase due to a \$3,600,000 increase to support growing State of Good Repair Capital Program.
Transfer from Reserves - Capital	(4,805,103)	(4,805,103)	(4,776,009)	-	(4,776,009)	29,095	-0.6%	Decrease related to the shifting of recoverable growth for unfunded debt issuance from 2017 to 2018.
Debt Charges	19,145,458	18,050,458	16,610,143	-	16,610,143	(2,535,315)	-13.2%	Decrease due to retired and cancelled debt due to project closures and deferrals.
Capital Expenditures	42,871,499	41,776,499	43,971,686	-	43,971,686	1,100,186	2.6%	
Total Gross Expenditures	91,287,218	90,955,218	92,836,444	41,131	92,877,575	1,590,357	1.7%	
Subsidy Revenue	(4,741,000)	(4,741,000)	(4,741,000)	-	(4,741,000)	-	0.0%	
Other Revenue	(4,230,927)	(4,273,927)	(4,228,283)	-	(4,228,283)	2,644	-0.1%	
Total Revenue	(8,971,927)	(9,014,927)	(8,969,283)	-	(8,969,283)	2,644	0.0%	
Net Program Expenditures	\$ 82,315,291	\$ 81,940,291	\$ 83,867,161	\$ 41,131	\$ 83,908,292	\$ 1,593,001	1.9%	



Strategic Investment

Water Meter Program Coordinator

Funding Source	Rate
----------------	------

Program Details

Department	Public Works
Division	Water & Wastewater System Services
Program	Customer Response & Programming
Cost Centre	226700

Complement Details

Position Title	Water Meter Program Coordinator
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 92,470	\$ 92,470
Materials & Supplies	1,970	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	94,440	92,470
Allocated Charges/Recoveries	(94,440)	(92,470)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1 permanent FTE for a Program Coordinator to plan and coordinate meter programs including planned residential change out, reactive replacement of meters, management of hired contractors, tracking of performance and addressing contractual or performance issues. A program coordinator is required to review and evaluate programs to ensure effectiveness and optimization of the programs and have oversight on new and existing program delivery which is highly reliant on contracted services.

Need:

As identified in Report No. PW-29-16/FN-22-16 - Long-Term Water Meter & Billing Strategy, a \$3.7M pulse meter replacement program and a large meter maintenance and replacement program was approved. In addition, staff are developing an overall meter replacement and renewal program that will address the issues around customer service, Automated Meter Reading (AMR), and a pro-active annual maintenance and replacement program. In addition to the above program, a long term, ongoing water meter replacement program will be initiated and will require changing out and replacement and potential upgrading of the Region's water meters. This will be carried out through a contract service provider as well.

A Water Meter Program Coordinator is required to oversee and manage these programs and the contractor that will be hired to carry out the replacements and will lead the RFP to develop the overall Water Meter strategy. This position will also monitor and report on program progress, review and approve invoices and change requests, complete QA/QC of contractor performance, resolve escalated complaints and compliance issues, manage budget, schedule and scope of program, review and approve work, reprioritize replacement criteria, manage and oversee the plumbing contractor, and manage the existing residential meter change-out program.

This position is fully recovered from the Capital Budget.

Implications:

Without a dedicated Program Coordinator, the Region will have limited ability to manage the programs and oversee the contractor completing the field work. The 2 new programs in 2017 require 1 permanent FTE to successfully deliver the new programs. This individual will be also be required to implement the yet to be determined ongoing replacement program as well.

Alternatives:

Proceed with programs with the existing staff. This will create work load issues and potentially decrease service levels. Ultimately, this will slow the overall implementation of the above noted programs.

Reference:

Report No. FN-22-16 (re: "Long-Term Water Meter and Billing Strategy").

Engineering & Construction

Divisional Summary

Engineering & Construction	2015	2016		2017			Change in Budget			
	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 7,418,616	\$ 8,512,330	\$ 6,823,156	\$ 8,696,800	\$ 110,530	\$ 8,807,330	\$ 184,470	2.2%	\$ 295,000	3.5%
Materials & Supplies	227,680	306,314	246,103	294,405	8,615	303,020	(11,909)	-3.9%	(3,294)	-1.1%
Purchased Services	142,857	311,867	193,840	290,267	-	290,267	(21,600)	-6.9%	(21,600)	-6.9%
Financial & Rent Expenses	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	7,789,153	9,130,511	7,263,099	9,281,472	119,145	9,400,617	150,961	1.7%	270,106	3.0%
Allocated Charges / Recoveries	(9,771,388)	(11,220,146)	(9,352,734)	(11,530,059)	(119,145)	(11,649,204)	(309,913)	2.8%	(429,058)	3.8%
Corporate Support	1,982,433	2,089,635	2,089,635	2,248,587	-	2,248,587	158,952	7.6%	158,952	7.6%
Transfer to Reserves - Operating	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	199	-	-	-	-	-	-	0.0%	-	0.0%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer to Gas Tax Reserve	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Financing Expenditures	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	199	-	-	-	-	-	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(199)	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	(199)	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Budget Change Report

Engineering & Construction	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 8,512,330	\$ 6,823,156	\$ 8,696,800	\$ 110,530	\$ 8,807,330	\$ 295,000	3.5%	Increase includes one additional FTE as a Construction Inspector in the 2017 Strategic Investments.
Materials & Supplies	306,314	246,103	294,405	8,615	303,020	(3,294)	-1.1%	Increase of \$43,000 for technology requests for computer upgrades; offset by decreases in travel expenses by (\$31,000) to reflect actual trends, and the elimination of non-recurring equipment and furniture has resulted in a savings of (\$13,000)
Purchased Services	311,867	193,840	290,267	-	290,267	(21,600)	-6.9%	Decrease of (\$25,000) for conferences to reflect actual trends.
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	9,130,511	7,263,099	9,281,472	119,145	9,400,617	270,106	3.0%	
Allocated Charges/Recoveries	(11,220,146)	(9,352,734)	(11,530,059)	(119,145)	(11,649,204)	(429,058)	3.8%	Increased recoveries from capital projects for inflation and for an additional FTE submitted as a strategic investment
Corporate Support	2,089,635	2,089,635	2,248,587	-	2,248,587	158,952	7.6%	Reflects increase primarily for Records and Legal charges based on consolidated charge within Engineering & Construction division
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	-	-	-	-	-	-	0.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	-	-	-	-	-	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
Total Revenue	-	-	-	-	-	-	0.0%	
Net Program Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	

Strategic Investment

Construction Inspector

Funding Source	Rate
----------------	------

Program Details

Department	Public Works
Division	Engineering & Construction
Program	Inspections
Cost Centre	282120

Complement Details

Position Title	Construction Inspector
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 110,530	\$ 110,530
Materials & Supplies	8,615	6,900
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	119,145	117,430
Allocated Charges/Recoveries	(119,145)	(117,430)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1 FTE for a Public Works Construction Inspector as a complement within the Engineering and Construction Services Division under Technical Services to address increased demand for capital contract compliance inspections arising out of the growth in the Region's Transportation, Water, and Wastewater Growth and State of Good Repair Capital programs.

Need:

The Region's Construction Inspectors assume primary responsibility for ensuring that construction of Regional Roads, Watermains and Wastewater mains comply with the standards and conditions of approval with respect to design, construction methodology and customer level of service. Compliance with design standards and construction methodology also helps ensure that infrastructure will meet or exceed design life, lowering overall cost of ensuring infrastructure is maintained in a state-of-good-repair.

Capital construction to address Growth and maintain a State of Good Repair has increased significantly over recent years. This growth in activity will continue, increasing the need for experienced and trained inspectors to ensure that infrastructure is inspected and documented as required by legislation (Drinking Water Quality Management Standard (DWQMS), *Sustainable Water and Sewage Systems Act* and Provincial Minimum Maintenance Standards for Municipal Highways) and to ensure that infrastructure is delivered in a way that minimizes the impact on the community.

The current complement of 18 Construction Inspectors carry out inspections for the 25-30 Regional linear construction projects undertaken annually. Oversight is also provided for capital works undertaken as part of land development, further adding to the workload. Although Regional forces are supplemented on many projects by consultant staff, Regional presence is important to address customer levels of service and ensure compliance with Regional standards.

Implications:

If this position is not approved, inspection levels will decrease as the capital programs grow, increasing the risk of non-compliance with Regional and Provincial standards, and exposure to construction claims. With reduced inspection the quality of workmanship and customer service aimed at reducing the impact of construction will be negatively impacted. Construction Inspectors work an average of 300 to 500 hours overtime per year, to meet the contractor's work hours, and accordingly additional overtime is not a viable long-term strategy.

Alternatives:

Greater use of contracted services beyond current levels is not preferred, as familiarity with Regional standards and policies is generally lower. As indicated above additional overtime is not a sustainable option.

Reference:

N/A

Infrastructure Planning & Policy

Divisional Summary

Infrastructure Planning & Policy	2015	2016		2017			Change in Budget			
	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 4,266,778	\$ 5,079,460	\$ 4,990,460	\$ 5,178,940	\$ 240,700	\$ 5,419,640	\$ 99,480	2.0%	\$ 340,180	6.7%
Materials & Supplies	111,443	111,315	111,315	98,747	5,480	104,227	(12,568)	-11.3%	(7,088)	-6.4%
Purchased Services	467,368	386,433	386,433	397,119	-	397,119	10,685	2.8%	10,685	2.8%
Financial & Rent Expenses	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	1,622	20,000	20,000	20,000	-	20,000	-	0.0%	-	0.0%
Total Direct Costs	4,847,210	5,597,208	5,508,208	5,694,805	246,180	5,940,985	97,597	1.7%	343,777	6.1%
Allocated Charges / Recoveries	(5,362,888)	(6,404,480)	(6,375,480)	(6,472,013)	(246,180)	(6,718,193)	(67,533)	1.1%	(313,713)	4.9%
Corporate Support	1,364,113	1,444,483	1,444,483	1,523,869	-	1,523,869	79,386	5.5%	79,386	5.5%
Transfer to Reserves - Operating	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	848,436	637,211	577,211	746,661	-	746,661	109,450	17.2%	109,450	17.2%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer to Gas Tax Reserve	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Financing Expenditures	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	848,436	637,211	577,211	746,661	-	746,661	109,450	17.2%	109,450	17.2%
Subsidy Revenue	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(848,436)	(637,211)	(637,211)	(746,661)	-	(746,661)	(109,450)	17.2%	(109,450)	17.2%
Total Revenue	(848,436)	(637,211)	(637,211)	(746,661)	-	(746,661)	(109,450)	17.2%	(109,450)	17.2%
Net Program Impact	\$ -	\$ -	\$ (60,000)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Budget Change Report

Infrastructure Planning & Policy	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 5,079,460	\$ 4,990,460	\$ 5,178,940	\$ 240,700	\$ 5,419,640	\$ 340,180	6.7%	Increase includes two new FTEs as strategic investments for; an Infrastructure Network Analyst and a Senior Policy Analyst.
Materials & Supplies	111,315	111,315	98,747	5,480	104,227	(7,088)	-6.4%	Decrease of (\$9,000) related to the elimination of non-recurring IT, furniture and equipment costs.
Purchased Services	386,433	386,433	397,119	-	397,119	10,685	2.8%	Increase due to new Nitrate/Microbial sampling.
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	20,000	20,000	20,000	-	20,000	-	0.0%	
Total Direct Costs	5,597,208	5,508,208	5,694,805	246,180	5,940,985	343,777	6.1%	
Allocated Charges/Recoveries	(6,404,480)	(6,375,480)	(6,472,013)	(246,180)	(6,718,193)	(313,713)	4.9%	Increased recoveries from capital projects for inflation and for additional staff resources submitted as strategic investments.
Corporate Support	1,444,483	1,444,483	1,523,869	-	1,523,869	79,386	5.5%	Reflects increase in Advertising moved from Allocated charges and increase for 1 FTE (2016 SIF) resulting in increase in Asset Management and PC charges
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	637,211	577,211	746,661	-	746,661	109,450	17.2%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	637,211	577,211	746,661	-	746,661	109,450	17.2%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(637,211)	(637,211)	(746,661)	-	(746,661)	(109,450)	17.2%	Increase in permit revenue based on increased demand.
Total Revenue	(637,211)	(637,211)	(746,661)	-	(746,661)	(109,450)	17.2%	
Net Program Expenditures	\$ -	\$ (60,000)	\$ -	\$ -	\$ -	\$ -	0.0%	

Strategic Investment

Senior Policy Analyst

Funding Source	Rate
----------------	------

Program Details

Department	Public Works
Division	Infrastructure Planning & Policy Division
Program	Administration
Cost Centre	260002

Complement Details

Position Title	Senior Policy Analyst
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 126,940	\$ 126,940
Materials & Supplies	3,015	900
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	129,955	127,840
Allocated Charges/Recoveries	(47,693)	(46,917)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	82,262	80,923
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 82,262	\$ 80,923

Business Case

Recommendation:

Approve 1 FTE for a Senior Policy Analyst for the Public Works Department in the Infrastructure Planning and Policy Division to meet its obligations with respect to aligning Public Works Policies, By-Laws, Standards and Guidelines related to water, wastewater and transportation infrastructure with Federal, Provincial and Conservation Authority policies/guidelines as well as give consideration for local directives.

Need:

There is a rapidly changing legislative framework that has been enacted by the Province in the past decade including the Clean Water Act and subsequent regulations, Highway Access Management Guidelines, updates to the Building Code etc. that impact the planning of Halton's water, wastewater and regional road infrastructure as well as the by-laws that govern additions or connections to it. The Senior Policy Analyst will provide direct support to the Director of Infrastructure Planning and Policy to update and maintain Public Works' set of by-laws, standards and guidance documents that relate to the planning of or connections to Halton's infrastructure networks. As well, the Senior Policy Analyst will be responsible for researching and developing infrastructure policies that inform the regional official plan, master plans and ultimately the allocation program for growth related works.

Infrastructure Planning & Policy is responsible for developing, managing and updating the policies and guidance documents pertaining to the planning of infrastructure. Currently, the management and updating of by-laws, manuals and guidelines related to Public Works infrastructure is undertaken by the Director of Infrastructure Planning & Policy or the various operational groups on an ad hoc basis. By maintaining a complete and consistent set of by-laws and guidance documents, Halton Region is able to mitigate risk associated with the planning, design and operation of infrastructure.

A portion of this position is recovered from the tax budget as this position will assist with the development of transportation planning policies as well as water/wastewater.

Implications:

A resource with the requisite skills to research and develop policy as well as manage the Public Works set of by-laws and guidance documents to ensure that these documents are consistent and reflect the most recent policies, regulations and statutes related to planning infrastructure as well as minimize the Region's risk.

Alternatives:

The alternative is to continue on an ad hoc basis with various groups and individuals managing the various documents.

Reference:

N/A



Strategic Investment

Infrastructure Network Analyst

Funding Source	Rate
----------------	------

Program Details	
Department	Public Works
Division	Infrastructure Planning & Policy Division
Program	Transportation Planning
Cost Centre	269300

Complement Details	
Position Title	Infrastructure Network Analyst
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2017 Impact	2018 Impact
Personnel Services	\$ 113,760	\$ 113,760
Materials & Supplies	2,465	900
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	116,225	114,660
Allocated Charges/Recoveries	(116,225)	(114,660)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:
Approve 1 permanent FTE for an Infrastructure Network Analyst to provide system modeling support for the Transportation Planning program.

Need:
Halton Region currently manages a Regional Road network comprised of 1,080 lane-kilometers of major arterial roads. Additions to the network are the result of either road rationalization with the local municipalities or identified through the Transportation Master Planning process. A key tool utilized in the planning of roads is transportation demand modeling and currently the Region's road network is modeled in EMME software which is consistent with the local municipalities who also have modeled their systems.

Currently, Halton Region outsources its transportation demand forecasting modeling to a third party. As the Regional Road network is growing and maturing, as well as the reliance on the modeling results to make decisions related to capital investments in Halton's road network, an Infrastructure Network Analyst is required to update, maintain and operate the Region's transportation network model to fully review the impact of growth on the regional road network.

The transportation network model supports the development of the Transportation Master Plan, Municipal Class Environmental Assessment Studies and the Development Charges Technical Background Study for Transportation. The model can also support the review of new development.

This Position is fully recovered from the Capital Budget.

Implications:
Without a dedicated Infrastructure Network Analyst, the Region will continue to outsource its transportation demand forecasting modeling to a third-party, without any means of verifying or validating the work which is relied upon to plan and make decisions related to \$2.1 billion of road infrastructure. Outsourcing to a third-party also limits the flexibility and timeliness of decision-making. Approval of this Strategic Investment will require the in-house maintenance of EMME software.

Alternatives:
Continue to utilize third party resources.

Reference:
N/A



HALTON REGION

Budget and Business Plan **2017**

Fees & Charges – Water & Wastewater

Fees & Charges

Department Division		Public Works Integrated Management Systems & Quality Assurance				
Service Offered	2017 Est # Units	2016 Approved Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017 / 2016 Fee % Increase	Basis for Fee Increase
Residential audit	20	\$ 45.46	\$ 46.37	Exempt	2.0%	Inflation
Commercial/industrial institutional audit	21	\$ 158.01	\$ 161.17	Exempt	2.0%	Inflation
Compliance program application annual fee (inspection)	25	\$ 2,052.65	\$ 2,093.70	HST	2.0%	Inflation
Sampling & Analysis Fee	20	\$ 410.53	\$ 418.74	HST	2.0%	Inflation
Sampling & Analysis Fee each Additional Lab analysis		\$179.53 or actual cost	\$183.12 or actual cost	HST	2.0%	Inflation

* 2017 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Water & Wastewater Treatment				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017 / 2016 Fee % Increase	Basis for Fee Increase
Tenant Water Service						
Water deposit (minimum)		\$ 100.00	\$ 100.00	Exempt	0.0%	
Bulk Water - Perm. Sites Coin / .25 m ³		\$ 0.50	\$ 0.50	Exempt	0.0%	
Bulk Water - Perm. Sites Invoice / m ³	272,445	\$ 2.42	\$ 2.55	Exempt	5.1%	Increased water rates
Bulk Water Rates - Mobile Stations / m ³		\$ 2.42	\$ 2.55	Exempt	5.1%	Increased water rates
Bulk Water Rates - Hydrant Meter Rental / m ³		\$ 2.42	\$ 2.55	Exempt	5.1%	Increased water rates
Wastewater Service						
Septic tank disposal (per 500 gal)	16,901	\$ 12.68	\$ 12.93	Exempt	2.0%	Inflation
Sewer Discharge Abatement Application	5	\$ 949.47	\$ 968.46	HST	2.0%	Inflation
Sewer Discharge Agreement / 1000 m ³	2,559	\$ 411.66	\$ 419.89	Exempt	2.0%	Inflation

* 2017 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Water & Wastewater System Services				
Service Offered	2017 Est # Units	2016 Approved Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017 / 2016 Fee % Increase	Basis for Fee Increase
Water Main Taps						
20mm to 50mm	70	\$ 390.20	\$ 398.01	Exempt	2.0%	Inflation
100mm & larger	70	\$ 727.69	\$ 742.24	Exempt	2.0%	Inflation
Standby time for Watermain Taps (Refundable)		\$ 300.00	\$ 300.00	Exempt	0.0%	
2 Bacterial Tests - After 30 days by System Operations		Actual Cost	Actual Cost	HST		
Fire hydrant relocation		\$ 7,236.43	\$ 7,381.16	Exempt	2.0%	Inflation
Fire hydrant relocation investigation		\$ 359.00	\$ 366.00	HST	2.0%	Inflation
Standby time for Fire Hydrant Relocation (Refundable)		\$ 300.00	\$ 300.00	Exempt	0.0%	
Water Service						
Residential Shut off - Regular Hours	441	\$ 168.75	\$ 172.13	Exempt	2.0%	Inflation
Residential Turn on - Regular Hours						
Residential On/off same day - Regular Hours						
Residential Shut off - After Hours	35	\$ 287.25	\$ 292.99	Exempt	2.0%	Inflation
Residential Turn on - After Hours						
Residential On/off same day - After Hours						
Industrial/Commercial Shut off - Regular Hours		Actual Cost	Actual Cost	Exempt		
Industrial/Commercial Turn on - Regular Hours						
Industrial/Commercial On/off same day - Regular Hours						
Industrial/Commercial Shut off - After Hours		Actual Cost	Actual Cost	Exempt		
Industrial/Commercial Turn on - After Hours						

* 2017 Proposed fee exclusive of applicable taxes.



Department Division		Public Works Water & Wastewater System Services				
Service Offered	2017 Est # Units	2016 Approved Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017 / 2016 Fee % Increase	Basis for Fee Increase
Industrial/Commercial On/off same day - After Hours		Actual Cost	Actual Cost	Exempt		
Water service cleaning		\$ 227.41	\$ 231.96	Exempt	2.0%	Inflation
Testing and Inspection Report (per consultant report/per device/annually)	6,075	\$ 52.00	\$ 53.00	HST	2.0%	Inflation
Backflow Prevention/Cross-Connection Initial Survey (Hazard review)	105	\$ 104.00	\$ 106.00	HST	2.0%	Inflation
Thawed private water service pipe - 15mm to 25mm		\$ 520.61	\$ 531.02	Exempt	2.0%	Inflation
Thawed private water service pipe - greater than 25mm		Actual Cost	Actual Cost	Exempt		
Water Meter Installations by Region						
20mm	2,411	\$ 386.13	\$ 393.85	Exempt	2.0%	Inflation
25mm	80	\$ 395.10	\$ 403.00	Exempt	2.0%	
Water Meter Purchase, Seal and Connect by Region only						
40mm	34	\$ 632.98	\$ 645.64	Exempt	2.0%	Inflation
50mm	36	\$ 839.51	\$ 856.30	Exempt	2.0%	
75mm	9	\$ 1,523.83	\$ 1,554.30	Exempt	2.0%	
100mm	4	\$ 2,641.74	\$ 2,694.58	Exempt	2.0%	
150mm (turbine vs compound)	1	\$ 4,896.43	\$ 4,994.36	Exempt	2.0%	
200mm		\$ 7,364.06	\$ 7,511.34	Exempt	2.0%	
250mm		\$ 9,833.90	\$ 10,030.58	Exempt	2.0%	
Note: Cost of meter includes construction water						

* 2017 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Water & Wastewater System Services				
Service Offered	2017 Est # Units	2016 Approved Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017 / 2016 Fee % Increase	Basis for Fee Increase
Frozen water meter repair (15 mm - 25 mm inclusive)	35	\$ 344.47	\$ 351.36	Exempt	2.0%	Inflation
Frozen water meter repair (40 mm and larger)		Actual Cost	Actual Cost	Exempt		
Water Meter Calibration Testing						
15mm to 25mm		Actual Cost	Actual Cost	HST		
40mm to 250mm		Actual Cost	Actual Cost	HST		
Hydrant meter rental (monthly charge)		\$ 621.21	\$ 633.63	Exempt	2.0%	Inflation
Hydrant Meter relocation during rental period		\$ 442.86	\$ 451.71	Exempt	2.0%	Inflation
Hydrant meter replacement (if lost by lessee)		Actual Cost	Actual Cost	HST		
Penalty for failure to respond to meter maintenance requests		\$ 175.94	\$ 179.46	Exempt	2.0%	Inflation
Water Meter Deposit (Refundable)						
1 Water Meter		\$ 500.00	\$ 500.00	Exempt	0.0%	
2 - 20 Water Meters (\$ each)		\$ 200.00	\$ 200.00	Exempt	0.0%	
21 - 50 Water Meters (\$ each)		\$ 150.00	\$ 150.00	Exempt	0.0%	
51 & Up Water Meters (\$ each)		\$ 100.00	\$ 100.00	Exempt	0.0%	
Wastewater Services						
Wastewater / Regional Storm Lateral Disconnect By Region - no maintenance hole removal @ property line by Region		\$ 4,769.65	\$ 4,865.04	Exempt	2.0%	Inflation
Wastewater / Regional Storm main taps (all sizes)	70	\$ 592.43	\$ 604.28	Exempt	2.0%	Inflation

* 2017 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Water & Wastewater System Services				
Service Offered	2017 Est # Units	2016 Approved Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017 / 2016 Fee % Increase	Basis for Fee Increase
Standby time for Wastewater / Regional Storm Main Taps (Refundable)		\$ 300.00	\$ 300.00	Exempt	0.0%	
Wastewater / Regional Storm lateral TV inspection	111	\$ 279.00	\$ 285.00	HST	2.0%	Inflation
Standby time for Wastewater / Regional Storm TV Inspection (Refundable)		\$ 300.00	\$ 300.00	Exempt	0.0%	
Wastewater lateral blockage clearing on private property	163	\$ 347.19	\$ 354.13	Exempt	2.0%	Inflation

* 2017 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Infrastructure Planning & Policy				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017 / 2016 Fee % Increase	Basis for Fee Increase
Water Permits						
20 mm or 25 mm Water Service Inspection Public side	137	\$ 421.00	\$ 429.00	HST	2.0%	Inflation
40 mm or 50 mm Water Service Inspection - includes (2) bacterial tests and (1) swabbing Public side	15	\$ 1,313.00	\$ 1,339.00	HST	2.0%	Inflation
100 mm or larger Water service inspection - includes (2) bacterial and (1) pressure test Public side	61	\$ 1,627.00	\$ 1,660.00	HST	2.0%	Inflation
Inspect disconnection of old domestic water service 15mm to 50mm	114	\$ 279.00	\$ 285.00	HST	2.0%	Inflation
Inspect disconnection of old water service 100mm and larger	15	\$ 1,503.00	\$ 1,533.00	HST	2.0%	Inflation
Standby time for Watermain Disconnect (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%	
Standby time for Water Service inspection (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%	
Meter Chamber Inspection	11	\$ 279.00	\$ 285.00	HST	2.0%	Inflation
Standby time for Meter Chamber inspection (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%	
Pressure Test	137	\$ 390.00	\$ 398.00	HST	2.0%	Inflation
Bacterial Test	267	\$ 338.00	\$ 345.00	HST	2.0%	Inflation
Swabbing Test	191	\$ 217.00	\$ 221.00	HST	2.0%	Inflation
Standby time for each or combination of: Bacterial/Pressure Test/Swabbing (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%	
Fire hydrant relocation inspection	4	\$ 1,503.00	\$ 1,533.00	HST	2.0%	Inflation

* 2017 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Infrastructure Planning & Policy				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017 / 2016 Fee % Increase	Basis for Fee Increase
Residential Permit Application - Water Application includes: Plan Review Records Research Permits Cost Estimate Permit Issuance	107	\$ 186.73	\$ 190.46	Exempt	2.0%	Inflation
Commercial/Industrial/Institutional Permit Application - Water Application includes: Plan Review Records Research Permit Cost Estimate Permit Issuance	46	\$ 280.06	\$ 285.66	Exempt	Pro	Inflation
Wastewater Permits						
Wastewater / Regional Storm lateral inspection- includes all sizes	222	\$ 796.00	\$ 812.00	HST	2.0%	Inflation
Wastewater / Regional Storm maintenance hole inspection	34	\$ 187.00	\$ 191.00	HST	2.0%	Inflation
Standby time for Wastewater / Regional Storm inspection (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%	
Wastewater / Regional Storm Lateral Disconnect Inspection - including maintenance hole removal at property line (by owner)	74	\$ 655.00	\$ 668.00	HST	2.0%	Inflation
Standby time for Wastewater main / Regional Storm Disconnect / Manhole removal (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%	

* 2017 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Infrastructure Planning & Policy				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017 / 2016 Fee % Increase	Basis for Fee Increase
Residential Permit Application - Wastewater Application includes: Plan Review Records Research Permits Cost Estimate Permit Issuance	94	\$ 186.73	\$ 190.46	Exempt	2.0%	Inflation
Industrial/Commercial/Institutional Permit Application - Wastewater Application includes: Plan Review Records Research Permit Cost Estimate Permit Issuance	46	\$ 280.06	\$ 285.66	Exempt	2.0%	Inflation

* 2017 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Infrastructure Planning & Policy				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017 / 2016 Fee % Increase	Basis for Fee Increase
Water and Wastewater Linear Design Standard	1	\$ 51.06	\$ 52.08	HST	2.0%	Inflation
Subscription Fee for Water and Wastewater Linear Design Standard (3 yr subscription & updates)		\$ 31.84	\$ 32.48	HST	2.0%	Inflation
Water and Wastewater Facilities Design Manual and Consultants procedure Manual - Facilities	2	\$ 63.86	\$ 65.13	HST	2.0%	Inflation
Guide for Facility Project Delivery		\$ 25.47	\$ 25.98	HST	2.0%	Inflation
Uniform Traffic Signal Specifications (incl. CD)	1	\$ 70.22	\$ 71.62	HST	2.0%	Inflation
Guide for Production Engineering Contract Documents (CAD Standards Manual with CD)		\$ 51.06	\$ 52.08	HST	2.0%	Inflation
Tender Documents inclusive of Contract Documents & Specifications (non-refundable):						
Large drawings ≥ 50 sheets		\$ 176.88	\$ 180.41	HST	2.0%	Inflation
Large drawings < 50 sheets		\$ 88.36	\$ 90.13	HST	2.0%	Inflation
Each additional sets of drawings:						
Large drawings ≥ 50 sheets		\$ 117.92	\$ 120.28	HST	2.0%	Inflation
Large drawings < 50 sheets		\$ 58.90	\$ 60.08	HST	2.0%	Inflation
11 x 17 drawings package		\$ 29.45	\$ 30.04	HST	2.0%	Inflation
Each Additional Contract Document & Specification set		\$ 29.45	\$ 30.04	HST	2.0%	Inflation
Halton Urban Structure Plan (HUSP)		\$ 49.29	\$ 50.27	HST	2.0%	Inflation
Sustainable Halton Miscellaneous Documentation		\$ 119.69	\$ 122.08	HST	2.0%	Inflation
Miscellaneous Environmental Assessments and Studies for Water & Wastewater Infrastructure		\$ 89.74	\$ 91.53	HST	2.0%	Inflation

*2017 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Infrastructure Planning & Policy				
Service Offered	2017 Est # Units	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017 / 2016 Fee % Increase	Basis for Fee Increase
Transportation Studies, Master Plan & Miscellaneous Documents		\$ 59.85	\$ 61.05	HST	2.0%	Inflation
Halton Water & Wastewater Master Plan Review (2002)		\$ 369.86	\$ 377.26	HST	2.0%	Inflation
South Halton Water & Wastewater Master Plan Update (2008)		\$ 179.53	\$ 183.13	HST	2.0%	Inflation
Halton Water & Wastewater Master Plan Review (2011)		\$ 369.86	\$ 377.26	HST	2.0%	Inflation
Aerial Photos (24 x36)	2	\$ 12.73	\$ 12.99	HST	2.0%	Inflation
Digital Orthophotography- 1km x1km	4	\$ 63.86	\$ 65.13	HST	2.0%	Inflation
Digital Terrain Model 1km x 1km		\$ 63.86	\$ 65.13	HST	2.0%	Inflation
License for GIS Vector files Water or Wastewater for Single Asset Layer		\$ 119.69	\$ 122.08	HST	2.0%	Inflation
License for GIS Vector files Water or Wastewater for Additional Asset Layers (per each additional layer)		\$ 59.85	\$ 61.05	HST	2.0%	Inflation
Print of "As Constructed" Plan and Profile Sheet Large drawings	50	\$ 12.73	\$ 12.99	HST	2.0%	Inflation
Print of "As Constructed" Plan and Profile Sheet 11" x 17"		\$ 3.78	\$ 3.85	HST	2.0%	Inflation
Water and Sewer Operating Maps		\$ 12.73	\$ 12.99	HST	2.0%	Inflation
All Custom Maps(including aerial photography) - Time @ Shop Rate	2	Time @ \$49.16 hr + \$3.96 / lin ft	Time @ \$50.14 hr + \$4.04 / lin ft	HST	2.0%	Inflation

*2017 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Water & Wastewater			
Service Offered	2016 Actual Fee	2017 Proposed Fee	Applicable Taxes (HST or Exempt) *	2017 / 2016 Fee % Increase	Basis for Fee Increase
Connection Charges - Water					
Residential Water Lateral	Actual	Actual	Exempt		
Non-Residential Water Lateral	Actual	Actual	Exempt		
Residential Water Connection / SDE	\$ 3,871.10	\$ 3,991.10	Exempt	3.1%	index per By-law 152-12
Non-Residential Water Connection / sq.ft.	\$ 1.38	\$ 1.42	Exempt	3.1%	index per By-law 152-12
Connection Charges - Wastewater					
Residential Wastewater Lateral	Actual	Actual	Exempt		
Non-Residential Wastewater Lateral	Actual	Actual	Exempt		
Residential Wastewater Connection / SDE	\$ 4,494.87	\$ 4,634.21	Exempt	3.1%	index per By-law 152-12
Non-Residential Wastewater Connection / sq.ft.	\$ 1.81	\$ 1.87	Exempt	3.1%	index per By-law 152-12

* 2017 Proposed fee exclusive of applicable taxes

**Regional Municipality of Halton
2017 Combined Water & Wastewater Rates**

Monthly Service Charges			Residential		Commercial / Industrial	
Meter Size						
20 mm or less			\$	28.53	\$	28.53
25 mm			\$	49.69	\$	92.56
40 mm			\$	88.36	\$	151.98
50 mm			\$	205.84	\$	332.43
75 mm			\$	374.83	\$	592.60
100 mm			\$	649.11	\$	1,013.30
150 mm			\$	1,665.48	\$	2,574.77
200 mm			\$	2,681.88	\$	4,136.49
250 mm			\$	3,300.30	\$	5,167.92
Monthly Usage Charge						
(per cubic meter)						
From	To					
0m ³	- 80m ³	First 80m ³ at	\$	2.3456	\$	2.3456
Greater than 80m ³		Balance at	\$	1.0586	\$	2.3456

**Regional Municipality of Halton
2017 Monthly Water Rates & Wastewater Surcharge**

Meter Size ^{*(1)}	Residential		Commercial / Industrial	
	Water	Wastewater	Water	Wastewater
20 mm or less	\$12.95	\$15.58	\$12.95	\$15.58
25 mm	\$22.45	\$27.24	\$38.24	\$54.32
40 mm	\$39.82	\$48.54	\$62.93	\$89.05
50 mm	\$92.66	\$113.18	\$137.58	\$194.85
75 mm	\$169.07	\$205.76	\$245.08	\$347.52
100 mm	\$292.35	\$356.76	\$419.18	\$594.12
150 mm	\$750.09	\$915.39	\$1,064.96	\$1,509.81
200 mm	\$1,207.63	\$1,474.25	\$1,711.01	\$2,425.48
250 mm	\$1,510.90	\$1,789.40	\$2,137.90	\$3,030.02

Usage Charge ^{*(2)} (per cubic meter)	Residential		Commercial / Industrial	
	Water	Wastewater	Water	Wastewater
From To				
0m ³ - 80m ³ First 80m ³ at	\$ 1.0586	\$ 1.2870	\$ 1.0586	\$ 1.2870
Greater than 80m ³ Balance at	\$ 1.0586		\$ 1.0586	\$ 1.2870

Notes: ^{*(1)} Monthly Charge Per Metered Service
^{*(2)} Progressive usage rate; all consumption billed progressively through consumption blocks up to total billable



HALTON REGION

Budget and Business Plan **2017**

Capital Budget

HALTON REGION

Budget and Business Plan **2017**

Tax – Capital

CAPITAL BUDGET
TAX-CAPITAL

2017
BUDGET & BUSINESS PLAN

2017 - 2026 TAX CAPITAL BUDGET (Uninflated \$000's)

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
2017 Finance									
Financial Planning & Budgets	305	-	305	113	189	3	-	-	-
Information Technology	3,977	-	3,977	-	-	3,977	-	-	-
Sub-total	4,282	-	4,282	113	189	3,980	-	-	-
Health									
Paramedic Services	2,368	-	2,368	26	134	2,208	-	-	-
Sub-total	2,368	-	2,368	26	134	2,208	-	-	-
Legislative & Planning Services									
Planning	22,384	1,363	21,021	292	4,774	15,955	-	-	-
Asset Management	6,030	-	6,030	-	-	6,030	-	-	-
Sub-total	28,414	1,363	27,051	292	4,774	21,985	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	70,914	-	70,914	-	33,087	37,827	-	-	-
Waste Management	1,887	-	1,887	6	107	1,775	-	-	-
Sub-total	72,801	-	72,801	6	33,194	39,602	-	-	-
Halton Regional Police Service	10,056	5,000	5,056	114	225	4,717	-	-	-
TOTAL 2017	118,621	6,363	112,258	551	38,515	73,191	-	-	-
2018 Finance									
Financial Planning & Budgets	305	-	305	113	189	3	-	-	-
Information Technology	4,150	-	4,150	-	-	4,150	-	-	-
Sub-total	4,455	-	4,455	113	189	4,153	-	-	-
Health									
Paramedic Services	2,921	-	2,921	13	67	2,841	-	-	-
Health -Other	513	-	513	-	-	513	-	-	-
Sub-total	3,435	-	3,435	13	67	3,355	-	-	-
Legislative & Planning Services									
Planning	28,704	-	28,704	322	4,624	23,758	-	-	-
Asset Management	6,053	-	6,053	-	-	6,053	-	-	-
Sub-total	34,757	-	34,757	322	4,624	29,811	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	347,951	-	347,951	-	182,524	165,427	-	-	-
Waste Management	1,861	-	1,861	5	89	1,767	-	-	-
Sub-total	349,812	-	349,812	5	182,613	167,194	-	-	-
Halton Regional Police Service	26,023	-	26,023	492	1,143	16,739	-	7,650	-
TOTAL 2018	419,182	-	419,182	944	188,636	221,952	-	7,650	-



**CAPITAL BUDGET
TAX-CAPITAL**

**2017
BUDGET & BUSINESS PLAN**

2017 - 2026 TAX CAPITAL BUDGET (Uninflated \$000's)

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
2019 Finance									
Financial Planning & Budgets	305	-	305	113	189	3	-	-	-
Information Technology	3,176	-	3,176	-	-	3,176	-	-	-
Sub-total	3,481	-	3,481	113	189	3,179	-	-	-
Health									
Paramedic Services	1,698	-	1,698	13	67	1,618	-	-	-
Health -Other	331	-	331	-	-	331	-	-	-
Sub-total	2,029	-	2,029	13	67	1,949	-	-	-
Legislative & Planning Services									
Planning	14,412	-	14,412	108	3,026	11,278	-	-	-
Asset Management	31,187	-	31,187	-	-	31,187	-	-	-
Sub-total	45,599	-	45,599	108	3,026	42,465	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	127,113	-	127,113	-	56,381	70,732	-	-	-
Waste Management	10,575	-	10,575	33	636	9,906	-	-	-
Sub-total	137,688	-	137,688	33	57,017	80,638	-	-	-
Halton Regional Police Service	7,777	-	7,777	409	966	6,402	-	-	-
TOTAL 2019	197,273	-	197,273	676	61,264	135,333	-	-	-
2020 Finance									
Financial Planning & Budgets	814	-	814	301	505	8	-	-	-
Information Technology	3,900	-	3,900	-	-	3,900	-	-	-
Sub-total	4,714	-	4,714	301	505	3,908	-	-	-
Health									
Paramedic Services	1,523	-	1,523	15	75	1,433	-	-	-
Health -Other	168	-	168	-	-	168	-	-	-
Sub-total	1,691	-	1,691	15	75	1,601	-	-	-
Legislative & Planning Services									
Planning	27,852	-	27,852	138	3,590	24,124	-	-	-
Asset Management	5,762	-	5,762	-	-	5,762	-	-	-
Sub-total	33,614	-	33,614	138	3,590	29,886	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	148,482	-	148,482	-	65,593	82,889	-	-	-
Waste Management	951	-	951	-	-	951	-	-	-
Sub-total	149,433	-	149,433	-	65,593	83,840	-	-	-
Halton Regional Police Service	4,767	-	4,767	75	174	4,518	-	-	-
TOTAL 2020	194,919	-	194,919	529	69,937	124,453	-	-	-



CAPITAL BUDGET
TAX-CAPITAL

2017
BUDGET & BUSINESS PLAN

2017 - 2026 TAX CAPITAL BUDGET (Uninflated \$000's)

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
2021 Finance									
Financial Planning & Budgets	610	-	610	225	379	6	-	-	-
Information Technology	4,481	-	4,481	-	-	4,481	-	-	-
Sub-total	5,091	-	5,091	225	379	4,487	-	-	-
Health									
Paramedic Services	1,967	-	1,967	16	79	1,872	-	-	-
Health -Other	345	-	345	-	-	345	-	-	-
Sub-total	2,311	-	2,311	16	79	2,216	-	-	-
Legislative & Planning Services									
Planning	11,560	-	11,560	50	1,923	9,587	-	-	-
Asset Management	3,764	-	3,764	-	-	3,764	-	-	-
Sub-total	15,324	-	15,324	50	1,923	13,351	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	96,656	-	96,656	-	46,308	50,348	-	-	-
Waste Management	16,789	-	16,789	-	-	16,789	-	-	-
Sub-total	113,445	-	113,445	-	46,308	67,137	-	-	-
Halton Regional Police Service	4,166	-	4,166	75	184	3,907	-	-	-
TOTAL 2021	141,037	-	141,037	366	48,873	91,798	-	-	-
2022 Finance									
Financial Planning & Budgets	305	-	305	113	189	3	-	-	-
Information Technology	3,782	-	3,782	-	-	3,782	-	-	-
Sub-total	4,087	-	4,087	113	189	3,785	-	-	-
Health									
Paramedic Services	1,832	-	1,832	17	84	1,731	-	-	-
Health -Other	110	-	110	-	-	110	-	-	-
Sub-total	1,941	-	1,941	17	84	1,840	-	-	-
Legislative & Planning Services									
Planning	13,250	-	13,250	286	2,504	10,460	-	-	-
Asset Management	3,994	-	3,994	-	-	3,994	-	-	-
Sub-total	17,244	-	17,244	286	2,504	14,454	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	131,657	-	131,657	-	67,516	64,141	-	-	-
Waste Management	2,263	-	2,263	-	-	2,263	-	-	-
Sub-total	133,920	-	133,920	-	67,516	66,404	-	-	-
Halton Regional Police Service	3,698	-	3,698	75	194	3,429	-	-	-
TOTAL 2022	161,590	-	161,590	491	70,487	90,612	-	-	-



**CAPITAL BUDGET
TAX-CAPITAL**

**2017
BUDGET & BUSINESS PLAN**

2017 - 2026 TAX CAPITAL BUDGET (Uninflated \$000's)

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
2023 Finance									
Financial Planning & Budgets	305	-	305	113	189	3	-	-	-
Information Technology	4,430	-	4,430	-	-	4,430	-	-	-
Sub-total	4,735	-	4,735	113	189	4,433	-	-	-
Health									
Paramedic Services	2,398	-	2,398	17	84	2,297	-	-	-
Health -Other	122	-	122	-	-	122	-	-	-
Sub-total	2,520	-	2,520	17	84	2,419	-	-	-
Legislative & Planning Services									
Planning	12,260	-	12,260	143	2,152	9,965	-	-	-
Asset Management	4,105	-	4,105	-	-	4,105	-	-	-
Sub-total	16,365	-	16,365	143	2,152	14,070	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	93,658	-	93,658	-	50,322	43,336	-	-	-
Waste Management	1,629	-	1,629	-	-	1,629	-	-	-
Sub-total	95,287	-	95,287	-	50,322	44,965	-	-	-
Halton Regional Police Service	3,705	-	3,705	75	204	3,426	-	-	-
TOTAL 2023	123,311	-	123,311	348	52,951	70,012	-	-	-
2024 Finance									
Financial Planning & Budgets	305	-	305	113	189	3	-	-	-
Information Technology	4,235	-	4,235	-	-	4,235	-	-	-
Sub-total	4,540	-	4,540	113	189	4,238	-	-	-
Health									
Paramedic Services	4,720	-	4,720	17	84	4,619	-	-	-
Health -Other	227	-	227	-	-	227	-	-	-
Sub-total	4,948	-	4,948	17	84	4,847	-	-	-
Legislative & Planning Services									
Planning	14,880	-	14,880	193	2,275	12,412	-	-	-
Asset Management	3,241	-	3,241	-	-	3,241	-	-	-
Sub-total	18,121	-	18,121	193	2,275	15,653	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	165,918	-	165,918	-	86,648	79,270	-	-	-
Waste Management	640	-	640	-	-	640	-	-	-
Sub-total	166,558	-	166,558	-	86,648	79,910	-	-	-
Halton Regional Police Service	4,228	-	4,228	75	204	3,949	-	-	-
TOTAL 2024	199,094	-	199,094	398	89,400	109,296	-	-	-



CAPITAL BUDGET
TAX-CAPITAL

2017
BUDGET & BUSINESS PLAN

2017 - 2026 TAX CAPITAL BUDGET (Uninflated \$000's)

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
2025 Finance									
Financial Planning & Budgets	814	-	814	301	505	8	-	-	-
Information Technology	4,531	-	4,531	-	-	4,531	-	-	-
Sub-total	5,345	-	5,345	301	505	4,539	-	-	-
Health									
Paramedic Services	3,098	-	3,098	17	84	2,997	-	-	-
Health -Other	110	-	110	-	-	110	-	-	-
Sub-total	3,208	-	3,208	17	84	3,107	-	-	-
Legislative & Planning Services									
Planning	13,860	-	13,860	50	1,923	11,887	-	-	-
Asset Management	4,335	-	4,335	-	-	4,335	-	-	-
Sub-total	18,195	-	18,195	50	1,923	16,222	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	198,267	-	198,267	-	105,296	92,971	-	-	-
Waste Management	3,461	-	3,461	-	-	3,461	-	-	-
Sub-total	201,728	-	201,728	-	105,296	96,432	-	-	-
Halton Regional Police Service	3,927	-	3,927	75	204	3,648	-	-	-
TOTAL 2025	233,103	-	233,103	443	108,012	124,648	-	-	-
2026 Finance									
Financial Planning & Budgets	610	-	610	225	379	6	-	-	-
Information Technology	4,406	-	4,406	-	-	4,406	-	-	-
Sub-total	5,016	-	5,016	225	379	4,412	-	-	-
Health									
Paramedic Services	2,293	-	2,293	17	84	2,192	-	-	-
Health -Other	123	-	123	-	-	123	-	-	-
Sub-total	2,416	-	2,416	17	84	2,315	-	-	-
Legislative & Planning Services									
Planning	23,350	-	23,350	157	2,187	21,006	-	-	-
Asset Management	3,535	-	3,535	-	-	3,535	-	-	-
Sub-total	26,885	-	26,885	157	2,187	24,541	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	113,314	-	113,314	-	62,338	50,976	-	-	-
Waste Management	1,244	-	1,244	-	-	1,244	-	-	-
Sub-total	114,558	-	114,558	-	62,338	52,220	-	-	-
Halton Regional Police Service	3,638	-	3,638	75	204	3,359	-	-	-
TOTAL 2026	153,213	-	153,213	474	65,192	87,547	-	-	-



CAPITAL BUDGET
TAX-CAPITAL

2017
BUDGET & BUSINESS PLAN

2017 - 2026 TAX CAPITAL BUDGET (Uninflated \$000's)

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
TOTAL Finance									
Financial Planning & Budgets	4,678	-	4,678	1,730	2,902	46	-	-	-
Information Technology	41,067	-	41,067	-	-	41,067	-	-	-
Sub-total	45,745	-	45,745	1,730	2,902	41,113	-	-	-
Health									
Paramedic Services	24,818	-	24,818	168	842	23,808	-	-	-
Health -Other	2,049	-	2,049	-	-	2,049	-	-	-
Sub-total	26,867	-	26,867	168	842	25,857	-	-	-
Legislative & Planning Services									
Planning	182,512	1,363	181,149	1,739	28,978	150,432	-	-	-
Asset Management	72,006	-	72,006	-	-	72,006	-	-	-
Sub-total	254,518	1,363	253,155	1,739	28,978	222,438	-	-	-
Social & Community Services									
Childrens Services	500	-	500	-	-	500	-	-	-
Services for Seniors	6,500	-	6,500	-	-	6,500	-	-	-
Sub-total	7,000	-	7,000	-	-	7,000	-	-	-
Public Works									
Transportation	1,493,930	-	1,493,930	-	756,013	737,917	-	-	-
Waste Management	41,300	-	41,300	44	832	40,424	-	-	-
Sub-total	1,535,230	-	1,535,230	44	756,845	778,341	-	-	-
Halton Regional Police Service	71,983	5,000	66,983	1,540	3,701	54,093	-	7,650	-
TOTAL 2017-2026	1,941,344	6,363	1,934,980	5,221	793,267	1,128,842	-	7,650	-

Note: Schedule may not add due to rounding. Does not include impacts from Strategic Investment Forms.

HALTON REGION

Budget and Business Plan **2017**

Transportation

CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017 TRANSPORTATION SYSTEM PROJECT LISTING 2017 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
Expansion Activities										
	7398	New Vehicle - Road Operations (Region-wide) (REG)	80				80			
PR-2079C	3979	Trafalgar Rd - Widening from 4 to 6 lanes from Upper Middle Road to Dundas Street (OAK) (Regional Rd 3)	14,651			7,970	6,681			
PR-2960	6984	Trafalgar Road - Widening from 2 to 4 lanes from 10 Side Road to Highway 7 (HHS) (Regional Road 3)	2,034			1,015	1,019			
PR-2673B	3942	Dundas Street - Widening from 4 to 6 lanes from Bronte Road to Proudfoot Trail (OAK) (Reg. Rd. 5)	1,322			846	476			
PR-2259B	5436	Dundas Street - Widening from 4 to 6 lanes from Neyagawa Blvd. to Oak Park Blvd. (OAK) (Regional Road 5)	2,770			1,773	997			
PR-2667B	3985	Britannia Road - Widening from 2 to 6 lanes from Tremaine Rd to Regional Rd 25 (MIL) (Regional Rd 6)	17,289			9,184	8,105			
PR-2320B	5396	Steeles Avenue - Widening from 2 to 4 lanes from Industrial Drive to Martin Street (MIL) (Regional Road 8)	2,543			1,628	915			
	6819	Steeles Avenue - Widening from 2 to 4 lanes from Tremaine Road to Industrial Drive (MIL) (Regional Road 8)	825			417	408			
PR-2261C	5134	Tremaine Road - New 4 lane road from Steeles Avenue to 16 Mile Creek (MIL) (Regional Road 22)	712			456	256			
PR-2261C	5135	Tremaine Road - New 4 lane road from 16 Mile Creek to Tremaine Rd (IC)s (MIL) (Regional Road 22)	864			553	311			
PR-2261C	5136	Tremaine Road - New 4 lane road from Tremaine Road (IC)s to Tremaine Road (IC)n (MIL) (Regional Road 22)	6,847			4,382	2,465			
PR-2261C	5138	Tremaine Road - New 4 lane road from Tremaine Road (IC)n to JSP (MIL) (Regional Road 22)	1,017			651	366			



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017 TRANSPORTATION SYSTEM PROJECT LISTING 2017 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
PR-2261C	5408	Tremaine Road - Grade Separation at CN Crossing north of Steeles Avenue (MIL) (Regional Road 22)	203			130	73			
PR-2261C	5409	Tremaine Road - Bridge over 16 Mile Creek north of Steeles Avenue (MIL) (Regional Road 22)	254			163	91			
	6817	Regional Road 25 - Widening from 4 to 6 lanes from Steeles Avenue to 5 Side Road (MIL) (Regional Road 25)	825			454	371			
PR-2186E	7343	Regional Road 25 - Realignment at Lower Base Line Intersection (MIL) Regional Road 25	2,776			124	2,652			
		Sub-total	55,012			29,746	25,266			
Maintenance Activities										
	7377	Intelligent Transportation System Implementation (Region-wide) (REG)	509			163	346			
	7376	Appleby Line Drainage Issues (BUR) Regional Road 20	183			59	124			
PR-2416	5642	Bridge Inspections & Evaluation Studies (Region-wide) (REG)	41				41			
PR-2389	5641	Traffic Signal Controller, timer and signing upgrades - Various Intersections (Region-wide) (REG)	480			154	326			
PR-2515	5746	LED Street Light Replacement Program (Region-wide) (REG)	651				651			
PR-2280	5173	Miscellaneous Bridges and Culverts Rehabilitation & Replacement Program (Region-wide) (REG)	1,723				1,723			
		Sub-total	3,587			376	3,211			



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017 TRANSPORTATION SYSTEM PROJECT LISTING 2017 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
Non-Infrastructure Solutions										
PR-2730	5428	Campbellville Gateway Feature (Regional Road 9) (MIL)	25			8	17			
PR-2415	5643	Traffic Operations & Safety Related Studies (Region-wide) (REG)	168				168			
PR-2526	5644	Region-wide Traffic Operations Study Update (REG)	323				323			
PR-2315	5431	Traffic and Screen Line Counts & Studies (Region-wide) (REG)	187			60	127			
PR-2316	5432	Road Needs Study Update (Region-wide) (REG)	56				56			
PR-2192	5017	Transportation Infrastructure Management System (Region-wide) (REG)	105				105			
PR-2258	5196	Smart Commute Travel Demand Management Initiative (Region-wide) (REG)	356			114	242			
PR-2877	6832	Data Management Group (Region-wide) (REG)	157			100	57			
PR-2874	6838	Growth Management Studies (Region-wide) (REG)	523			335	188			
PR-2878	6858	Cordon Count Data (Region-wide) (REG)	52			33	19			
	7378	Landscape Guidelines (Region-wide) (REG)	203			130	73			
		Sub-total	2,155			780	1,375			
Renewal/Rehabilitation Activities										
PR-2889	6855	New Signalized Intersections (Region-wide) (REG)	500			160	340			



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017 TRANSPORTATION SYSTEM PROJECT LISTING 2017 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
PR-3035	7142	Miscellaneous Works Related to Road Resurfacing (Region-wide) (REG)	1,129				1,129			
PR-2314	5426	Active Transportation Initiatives (Region-wide) (REG)	51			16	35			
		Sub-total	1,680			176	1,504			
		Replacement Activities								
	7438	Guelph Line & 1 Side Road - Intersection Improvements (BUR) Regional Road 1	535			171	364			
	3991	Trafalgar Rd - Grade Separation at CN Crossing north of Maple Ave (HHS) (Regional Rd 3)	3,122			1,838	1,284			
PR-2750	3634	Winston Churchill Blvd - 2 lane Reconstruction from 10 Side Road to Credit River Bridge (Halton's Share) (HHS) (Regional Road 19)	2,732				2,732			
PR-2464	5312	Winston Churchill Blvd - 2 lane Reconstruction from Credit River Bridge to Old Pine Road (Halton's Share) (HHS) (Regional Road 19)	1,768				1,768			
	7374	Winston Churchill Boulevard - Reconstruction from Terra Cotta to Balinafad Rd/32 Side Road (Halton's Share) (HHS) Regional Road 19	283				283			
PR-30002	6885	Vehicle Replacements - Transportation (Region-wide) (REG)	40				40			
		Sub-total	8,480			2,009	6,471			



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017 TRANSPORTATION SYSTEM PROJECT LISTING 2017 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN	CAP INVT	DEBENTURES	
					NON-RES	RES	RESERV	RESERV	GROWTH	REGIONAL
		Total	70,914			33,087	37,827			
		<u>Summary</u>								
		Expansion Activities	55,012		29,746	25,266				
		Maintenance Activities	3,587		376	3,211				
		Non-Infrastructure Solutions	2,155		780	1,375				
		Renewal/Rehabilitation Activities	1,680		176	1,504				
		Replacement Activities	8,480		2,009	6,471				
		Grand Total	70,914		33,087	37,827				



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQU ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Expansion Activities													
PR-2322A	2659	Guelph Line - Widening - 4 to 6 lanes from Mainway to Upper Middle Road (BUR) (Regional Road 1)	10,650				1,217	1,550	7,883				
		EA											
		Design	1,217				1,217						
		Property	1,550					1,550					
		Utility Relocate	196						196				
		Construction	7,687						7,687				
	6805	Guelph Line - Widening from 4 to 6 lanes from Upper Middle Rd. to Dundas St. (BUR) (Regional Road 1)	17,337						825	1,744	2,096	314	12,358
		EA	825						825				
		Design	1,744							1,744			
		Property	2,096								2,096		
		Utility Relocate	314									314	
		Construction	12,358										12,358
PR-2079C	3979	Trafalgar Road - Widening - 4 to 6 Lanes from Upper Middle Road to Dundas Street (OAK) (Regional Road 3)	14,651	14,651									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	14,651	14,651									
PR-2079D	3981	Trafalgar Road - Widening - 4 to 6 Lanes from Dundas St to Hwy 407 (OAK) (Regional Road 3)	28,464		28,464								
		EA											
		Design											
		Property											
		Utility Relocate	1,017		1,017								
		Construction	27,447		27,447								



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-2961A	6985	Trafalgar Road - Widening - 2 to 4 Lanes from Steeles Avenue to 10 Side Road (HHS) (Regional Road 3)	27,557		27,557								
		EA											
		Design											
		Property											
		Utility Relocate	2,034		2,034								
		Construction	25,523		25,523								
PR-2960A	6984	Trafalgar Road - Widening - 2 to 4 Lanes from 10 Side Road to Hwy 7 (HHS) (Regional Road 3)	52,172	2,034		1,017	49,121						
		EA											
		Design	2,034	2,034									
		Property											
		Utility Relocate	1,017		1,017								
		Construction	49,121			49,121							
	6823	Trafalgar Road - Widening from 4 to 6 lanes from Highway 407 to Britannia Rd. (MIL) (Regional Road 3)	7,779						825		3,733	2,603	618
		EA	825						825				
		Design	3,733								3,733		
		Property	2,603									2,603	
		Utility Relocate	618										618
		Construction											
	6827	Trafalgar Road - Widening from 4 to 6 lanes from Britannia Rd. to Steeles Avenue (MIL/HHS) (Regional Road 3)	7,854								825		7,029
		EA	825								825		
		Design	7,029										7,029
		Property											
		Utility Relocate											
		Construction											



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	5839	James Snow Parkway - Widening from 2 to 6 Lanes from Britannia Road to Hwy 401 (MIL) (Regional Road 4)	38,523		825		4,330	3,604	887	28,877			
		EA	825		825								
		Design	4,330				4,330						
		Property	3,604					3,604					
		Utility Relocate	887						887				
		Construction	28,877							28,877			
	6807	James Snow Parkway - Widening from 4 to 6 lanes from Highway 401 to Tremaine Road (MIL) (Regional Road 4)	11,297							825		6,784	3,688
		EA	825							825			
		Design	6,784									6,784	
		Property	3,688										3,688
		Utility Relocate											
		Construction											
	6806	James Snow Parkway - New 6-lane road from Highway 407 to Britannia Road (MIL) (Regional Road 4)	1,100									1,100	
		EA	1,100									1,100	
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2673B	3942	Dundas Street - Widening - 4 to 6 lanes from Bronte Road to Proudfoot Trail (OAK) (Regional Road 5)	1,322	1,322									
		EA											
		Design											
		Property	814	814									
		Utility Relocate	508	508									
		Construction											



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-2259B	5436	Dundas Street - Widening - 4 to 6 lanes from Neyagawa Blvd. to Oak Park Blvd. (OAK) (Regional Road 5)	2,770	2,770									
		EA											
		Design	1,061	1,061									
		Property											
		Utility Relocate	490	490									
		Construction	1,219	1,219									
PR-2550A	5180	Dundas Street - Widening 4 to 6 lane from North Hampton to Appleby Line (BUR) (Regional Road 5)	15,458			15,458							
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	15,458		15,458								
PR-2671B	3983	Dundas Street Widening from 4 to 6-Lanes from Tremaine Rd to Bronte Rd (OAK) (Regional Road 5)	13,929			13,929							
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	13,929		13,929								
PR-2672B	5385	Dundas Street - Bronte Creek Bridge between Appleby Line and Tremaine Rd (BUR) (Regional Road 5)	43,953		43,953								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	43,953		43,953								



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQU ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-2672B	3982	Dundas Street - Widening from 4 to 6-Lanes (excluding CNR & Bronte Crk Bridges) from Appleby Line to Tremaine Rd (BUR) (Regional Road 5)	12,157	-	12,157								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	12,157		12,157								
	3984	Dundas Street - Widening 4 to 6-Lanes from Guelph Line to North Hampton (BUR) (Regional Road 5)	21,259		2,412	681	18,166						
		EA											
		Design											
		Property	2,412		2,412								
		Utility Relocate	681			681							
		Construction	18,166				18,166						
	7487	Dundas Street - Widening 4 to 6-Lanes from Guelph Line to Halton/Hamilton Boundary including improvements at Brant Street (BUR) (Regional Road 5)	28,847		988	3,884	834	23,141					
		EA											
		Design	988		988								
		Property	3,884			3,884							
		Utility Relocate	834				834						
		Construction	23,141					23,141					
PR-2667B	3985	Britannia Road - Widening - 2 to 6 Lanes from Tremaine Rd to Regional Road 25 (MIL) (Regional Road 6)	17,289	17,289									
		EA											
		Design											
		Property											
		Utility Relocate	5,594	5,594									
		Construction	11,695	11,695									



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2017 (000 DOLLARS)														
PR NO	UNIQU ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
	7333	Britannia Road (CONSTRUCTION ONLY) - Widening 2 to 4 lanes from Regional Road. 25 to James Snow Parkway (MIL) (Regional Road 6)	31,566		31,566									
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	31,566		31,566									
	7334	Britannia Road (CONSTRUCTION ONLY) - Widening - 2 to 4 lanes from James Snow Parkway to Trafalgar Rd (MIL) (Regional Road 6)	28,493		28,493									
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	28,493		28,493									
	7335	Britannia Road - Widening - 2 to 4 lanes from Trafalgar Road to Highway 407 (MIL) (Regional Road 6)	11,402		11,402									
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	11,402		11,402									
	6802	Britannia Road - Widening from 4 to 6 lanes from Regional Road 25 to Highway 407 (MIL) (Regional Road 6)	11,345							7,221	3,209	915		
		EA												
		Design	7,221							7,221				
		Property	3,209								3,209			
		Utility Relocate	915									915		
		Construction												



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	6804	Derry Road - Widening from 4 to 6 lanes from Tremaine Rd. to Highway 407 (MIL) (Regional Road 7)	826										826
		EA	826										826
		Design											
		Property											
		Utility Relocate											
		Construction											
	6819	Steeles Avenue - Widening from 2 to 4 lanes from Tremaine Road to Industrial Drive (MIL) (Regional Road 8)	16,389	825		1,498	3,325	226	10,515				
		EA	825	825									
		Design	1,498		1,498								
		Property	3,325			3,325							
		Utility Relocate	226				226						
		Construction	10,515					10,515					
PR-2320B	5396	Steeles Avenue - Widening 2 to 4 lanes from Industrial Drive to Martin Street (MIL) (Regional Road 8)	2,543	2,543									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	2,543	2,543									
	6821	Steeles Avenue - Widening from 4 to 6 lanes from Regional Road 25 to Trafalgar (MIL/HHS) (Regional Road 8)	62,278				825		6,561	8,476	46,416		
		EA	825				825						
		Design	6,561						6,561				
		Property	7,407							7,407			
		Utility Relocate	1,069							1,069			
		Construction	46,416								46,416		



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
	6822	Steeles Avenue - Widening from 4 to 6 lanes (with RBL) from Trafalgar to Winston Churchill Boulevard (HHS) (Regional Road 8)	16,694								824		4,127	11,743
		EA	824								824			
		Design	4,127										4,127	
		Property	11,743											11,743
		Utility Relocate												
		Construction												
	6758	10 Side Road - Widening from 2 to 4 lanes from Trafalgar Rd to Winston Churchill Blvd. (HHS) (Regional Road 10)	550										550	
		EA	550										550	
		Design												
		Property												
		Utility Relocate												
		Construction												
	7336	Ninth Line - Widening 2 to 4-lanes from Steeles Ave to 10 Side Rd (HHS) (Regional Road 13)	32,891		3,400	4,302	25,189							
		EA												
		Design												
		Property	6,800		3,400	3,400								
		Utility Relocate	902			902								
		Construction	25,189				25,189							
PR-3036A	6808	Ninth Line - Widening from 2 to 4 lanes from Burnhamthorpe Rd. to Highway 407 (OAK) (Regional Road 13)	14,517				1,550	2,038	160	10,769				
		EA												
		Design	1,550				1,550							
		Property	2,038					2,038						
		Utility Relocate	160						160					
		Construction	10,769							10,769				



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2017 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
PR-3037A	6809	Ninth Line - Widening from 2 to 4 lanes from Dundas St. to Burnhamthorpe Rd. (OAK) (Regional Road 13)	16,812					1,528	4,243			331	10,710	
		EA												
		Design	1,528					1,528						
		Property	4,243						4,243					
		Utility Relocate	331									331		
		Construction	10,710										10,710	
	6824	Brant Street - Widening from 4 to 6 lanes from North Service Road to Dundas Street (BUR) (Regional Road 18)	27,681		825		2,348	7,534	16,974					
		EA	825	825										
		Design	2,348				2,348							
		Property	7,131					7,131						
		Utility Relocate	403					403						
		Construction	16,974						16,974					
PR-2738A	3989	Winston Churchill Blvd. - Widening - 2 to 4 Lanes from 2km south of 5 Side Road to potential by-pass - Halton's share (HHS) (Regional Road 19)	9,331		806		1,208	7,317						
		EA												
		Design												
		Property	806	806										
		Utility Relocate	1,208				1,208							
		Construction	7,317					7,317						
PR-2959A	6448	Winston Churchill Blvd. - Widening 4-6 Lanes from Hwy 401 to Steeles Avenue (Halton's Share) (HHS) (Regional Road 19)	2,806			501		2,305						
		EA												
		Design												
		Property												
		Utility Relocate	501			501								
		Construction	2,305					2,305						



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
	6846	Winston Churchill Blvd - Widening from 4 to 6 lanes from 2km south of 5 Side Road to 5 Side Road (Halton's share) (HHS) (Regional Road 19)	770										770	
		EA												
		Design	770										770	
		Property												
		Utility Relocate												
		Construction												
	6847	Winston Churchill Boulevard Widening 5-7 Lanes from Steeles Ave to 2 km south of 5 Side Road (Halton's Share) (HHS) (Regional Road 19)	686							249			437	
		EA	249							249				
		Design	437										437	
		Property												
		Utility Relocate												
		Construction												
PR-2666A	5438	Winston Churchill Blvd. - Widening from 4 to 6 Lanes from Dundas St to Upper Middle Rd / QEW (Halton's Share) (OAK) (Regional Road 19)	1,527							304			1,223	
		EA	304							304				
		Design	1,223										1,223	
		Property												
		Utility Relocate												
		Construction												
	6812	Appleby Line - Widening from 4 to 6 lanes from Fairview Street to Taywood Drive (BUR) (Regional Road 20)	48,362				5,576		3,125	724	38,937			
		EA												
		Design	5,576				5,576							
		Property	3,125						3,125					
		Utility Relocate	724							724				
		Construction	38,937								38,937			



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2017 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
	6803	Burloak Drive - Widening from 4 to 6 lanes from Harvester Rd. to Upper Middle Rd. (BUR/OAK) (Regional Road 21)	3,814										550	3,264
		EA	550										550	
		Design	3,264											3,264
		Property												
		Utility Relocate												
		Construction												
PR-2261C	5408	Tremaine Road Grade Separation at CN (MIL) (Regional Road 22)	203	203										
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	203	203										
PR-2261C	5409	Tremaine Road - New Bridge over 16 Mile Creek north of Steeles Avenue (MIL) (Regional Road 22)	254	254										
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	254	254										
PR-2261C	5138	Tremaine Road - new 4-lane Roadway from Tremaine Road (IC)n to JSP (MIL) (Regional Road 22)	1,017	1,017										
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	1,017	1,017										



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQU ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-2261C	5135	Tremaine Road - New 4-lane roadway from 16 Mile Creek to Tremaine Road (MIL) (Regional Road 22)	864	864									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	864	864									
PR2261C	5134	Tremaine Road - New 4-lane roadway from Steeles Avenue to 16 Mile Creek (MIL) (Regional Road 22)	712	712									
		EA											
		Design											
		Property											
		Utility Relocate	712	712									
		Construction											
PR-2261C	5136	Tremaine Road - New 4-lane roadway from Tremaine Road (IC)s to Tremaine Road (IC)n (MIL) (Regional Road 22)	6,847	6,847									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	6,847	6,847									
	5845	Tremaine Road - Widening 4 to 6 lanes from Derry Road to Hwy 401 (MIL) (Regional Road 22)	76,027				825		23,589		1,248	50,365	
		EA	825				825						
		Design	6,842						6,842				
		Property	16,747						16,747				
		Utility Relocate	1,248								1,248		
		Construction	50,365									50,365	



CAPITAL BUDGET

TRANSPORTATION-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	6830	Tremaine Road - Widening from 2 to 4 lanes from Dundas St. to Lower Base Line (BUR/OAK) (Regional Road 22)	41,268			550		10,353		647	29,718		
		EA	550			550							
		Design	4,489					4,489					
		Property	5,864					5,864					
		Utility Relocate	647							647			
		Construction	29,718								29,718		
	6834	Tremaine Road - Widening from 2 to 4 lanes from Lower Base Line to Britannia Rd. (MIL) (Regional Road 22)	27,625				550		3,059	2,794	477	20,745	
		EA	550				550						
		Design	3,059						3,059				
		Property	2,794							2,794			
		Utility Relocate	477								477		
		Construction	20,745									20,745	
	6817	Regional Road 25 - Widening from 4 to 6 lanes from Steeles Avenue to 5 Side Rd. (MIL) (Regional Road 25)	32,031	825		3,643	1,785	431	25,347				
		EA	825	825									
		Design	3,643			3,643							
		Property	1,785				1,785						
		Utility Relocate	431					431					
		Construction	25,347						25,347				
	6811	Regional Road 25 - Widening from 2 to 4 lanes from 5 Side Rd. to 10 Side Rd. (HHS) (Regional Road 25)	13,312			550		1,057	3,955	462	7,288		
		EA	550			550							
		Design	1,057					1,057					
		Property	3,955						3,955				
		Utility Relocate	462							462			
		Construction	7,288								7,288		

CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	6818	Regional Road 25 - Widening from 4 to 6 lanes from Speers Rd. to Highway 407 (OAK) (Regional Road 25)	66,143			825		7,166		6,945	1,035	50,172	
		EA	825			825							
		Design	7,166					7,166					
		Property	6,945							6,945			
		Utility Relocate	1,035								1,035		
		Construction	50,172									50,172	
	6814	Regional Road 25 - Widening from 4 to 6 lanes from Britannia Rd. to Highway 407 to Britannia Rd. (MIL) (Regional Road 25)	54,472				825		5,980	4,838		919	41,910
		EA	825				825						
		Design	5,980						5,980				
		Property	4,838							4,838			
		Utility Relocate	919									919	
		Construction	41,910										41,910
	6815	Regional Road 25 - Widening from 4 to 6 lanes from Britannia Rd to Derry Rd. (MIL) (Regional Road 25)	6,708						825		2,430	2,978	475
		EA	825						825				
		Design	2,430								2,430		
		Property	2,978									2,978	
		Utility Relocate	475										475
		Construction											
R2186E	7343	Regional Road 25 - Realignment at Lower Base Line Intersection (OAK/MIL)	2,776	2,776									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	2,776	2,776									



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2017 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
PR-2263C	7489	William Halton Parkway (CONSTRUCTION ONLY) - 2 to 4 Lanes from Old Bronte Road to Hospital Gate (OAK) (Regional Road 40)	9,699		2,543	7,156								
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	9,699	2,543	7,156									
PR-2263G	7490	William Halton Parkway (CONSTRUCTION ONLY) - New 4-lane road from Third Line to Sixteen Mile Creek. (OAK) (Regional Road 40)	2,245	2,245										
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	2,245	2,245										
PR-2263D	7460	William Halton Parkway (CONSTRUCTION ONLY) - New 4-lane road from Sixth Line to Neyagawa Boulevard (OAK) (Regional Road 40)	12,204	12,204										
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	12,204	12,204										
PR-2263E	5413	William Halton Parkway - New 4-lane Bridge over 16 Mile Creek (OAK) (Regional Road 40)	43,412	43,412										
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	43,412	43,412										



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2017 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
PR-2263F	5273	William Halton Parkway - New 4-lane road from Sixteen Mile Creek to Neyagawa Blvd. (OAK) (Regional Road 40)	13,318		13,318									
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	13,318		13,318									
	7337	Upper Middle Road - Intersection Operational Improvements (OAK) (Regional Road 38)	5,345		5,345									
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	5,345		5,345									
	6825	Upper Middle Road - Widening from 4 to 6 lanes from Appleby Line to Burloak Drive (BUR) (Regional Road 38)	17,381				825		1,739	2,109	317	12,391		
		EA	825				825							
		Design	1,739						1,739					
		Property	2,109							2,109				
		Utility Relocate	317								317			
		Construction	12,391									12,391		
	7338	Upper Middle Road - Widening from 4 to 6 lanes from Neyagawa Blvd. to Trafalgar Rd. (OAK) (Regional Road 38)	4,351						321		1,837		2,194	
		EA	321						321					
		Design	1,837								1,837			
		Property	2,194										2,194	
		Utility Relocate												
		Construction												



CAPITAL BUDGET

TRANSPORTATION-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7339	Upper Middle Road - Widening from 4 to 6 lanes from Grand Blvd to Ninth Line (OAK) (Regional Road 38)	1,175							321		427	427
		EA	321							321			
		Design	427									427	
		Property	427										427
		Utility Relocate											
		Construction											
	6826	Upper Middle Road - Widening from 4 to 6 lanes from Trafalgar Road to Grand Blvd. (OAK) (Regional Road 38)	19,941							535	2,065	2,477	311 14,553
		EA	535							535			
		Design	2,065								2,065		
		Property	2,477									2,477	
		Utility Relocate	311										311
		Construction	14,553										14,553
	6828	Upper Middle Road - Widening from 4 to 6 lanes from Bronte Rd. to Neyagawa Blvd. (OAK) (Regional Road 38)	12,096							825		4,416	6,045 810
		EA	825							825			
		Design	4,416									4,416	
		Property	6,045										6,045
		Utility Relocate	810										810
		Construction											
	6829	Upper Middle Road - Widening from 4 to 6 lanes from Ninth Line to Winston Churchill Blvd. (OAK) (Regional Road 38)	4,762								824		2,579 1,359
		EA	824								824		
		Design	2,579										2,579
		Property	1,359										1,359
		Utility Relocate											
		Construction											

CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
	6757	"5 1/2 Line" - New 6-lane road from Britannia Road. to Steeles Avenue and Interchange at Highway 401 (MIL)	9,648								566		9,082	
		EA	566								566			
		Design	9,082										9,082	
		Property												
		Utility Relocate												
		Construction												
	6810	North Service Road New 4-lane road from Burloak Drive to Bronte Road (BUR/OAK)	1,100											1,100
		EA	1,100											1,100
		Design												
		Property												
		Utility Relocate												
		Construction												
PR-2921A	7494	Norval Bypass (HHS)	23,520		1,523		4,258	17,739						
		EA												
		Design	1,523	1,523										
		Property	4,118			4,118								
		Utility Relocate	140			140								
		Construction	17,739				17,739							
	7375	Active Transportation Infill Projects (Region-wide)	6,146		3,230	1,374	442		877	223				
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	6,146	3,230	1,374	442		877	223					



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7493	Active Transportation New Off Road Capital Projects (Region-wide)	22,021		4,729	513	2,879	242	2,049	1,729	4,256	4,487	1,137
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	22,021		4,729	513	2,879	242	2,049	1,729	4,256	4,487	1,137
	7398	New Vehicle - Road Operations (Region-wide)	160	80							80		
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	160	80							80		
		Sub-Total	1,254,435	55,012	281,397	55,881	126,078	86,231	121,973	82,662	152,653	189,057	103,491
Maintenance Activities													
PR-2887A	6853	Centre-median landscaping Improvements (Region-wide)	520			156		104	52	52	52	52	52
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	520			156		104	52	52	52	52	52
PR-2389A	5641	Traffic Signal Controller, timer and signing upgrades various intersections (Region-wide)	7,500	480	780	780	780	780	780	780	780	780	780
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	7,500	480	780	780	780	780	780	780	780	780	780



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-2890A	6856	Traffic Signal Interconnect (Region-wide)	1,413		157	157	157	157	157	157	157	157	157
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	1,413		157	157	157	157	157	157	157	157	157
PR-2891A	6857	Operational Improvements (Region-wide)	4,707		523	523	523	523	523	523	523	523	523
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	4,707		523	523	523	523	523	523	523	523	523
PR-2515A	5746	LED Street Light Replacement Program (Region-wide)	3,390	651	651	651	651	131	131	131	131	131	131
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	3,390	651	651	651	651	131	131	131	131	131	131
PR-2662A	6106	Retaining Wall Repairs (Region-wide)	486		51	51	51	51	51	51	51	51	78
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	486		51	51	51	51	51	51	51	51	78



CAPITAL BUDGET

TRANSPORTATION-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-2416A	5642	Bridge Inspections & Evaluation Studies (Region-wide)	906	41	127	41	132	41	142	41	147	41	153
		Study	906	41	127	41	132	41	142	41	147	41	153
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2073A	4743	Retrofit & Replacement Noise Attenuation Barriers - Various Locations (Region-wide)	8,982		998	998	998	998	998	998	998	998	998
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	8,982		998	998	998	998	998	998	998	998	998
PR-2280A	5173	Misc. Bridges & Culverts Rehabilitation & Replacement Program (Region-wide)	9,256	1,723	837	837	837	837	837	837	837	837	837
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	9,256	1,723	837	837	837	837	837	837	837	837	837
PR-2043A	4370	Emergency Diversion Route Signing for Road Closure Action Plan (Region-wide)	418			261	157						
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	418			261	157						



CAPITAL BUDGET

TRANSPORTATION-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7376	Appleby Line Drainage Issues (BUR)	183	183									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	183	183									
	7377	Intelligent Transportation System Implementation (Region-wide)	509	509									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	509	509									
		Sub-Total	38,270	3,587	4,124	4,455	4,286	3,622	3,671	3,570	3,676	3,570	3,709
Non-Infrastructure Solutions													
PR-2730A	5428	Campbellville Gateway Feature (MIL) (Regional Road 9)	25	25									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	25	25									
PR-1322A	7567	Misc. R.O.W. Purchases and Road Dedication Engineering & Surveys (Region-wide)	1,881		209	209	209	209	209	209	209	209	209
		Study	90		10	10	10	10	10	10	10	10	10
		Design											
		Property	1,791		199	199	199	199	199	199	199	199	199
		Utility Relocate											
		Construction											



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-2192A	5017	Transportation Infrastructure Management System (Region-wide)	1,050	105	105	105	105	105	105	105	105	105	105
		Study	1,050	105	105	105	105	105	105	105	105	105	105
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2262A	7568	MTO Highway Studies (Region-wide)	1,179		131	131	131	131	131	131	131	131	131
		Study	1,179		131	131	131	131	131	131	131	131	131
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2258A	5196	Smart Commute Travel Demand Management Initiative (Region-wide)	3,560	356	356	356	356	356	356	356	356	356	356
		Study	3,560	356	356	356	356	356	356	356	356	356	356
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2319A	5425	Speed Reduction Education & Enforcement Campaign (Region-wide)	468		52	52	52	52	52	52	52	52	52
		Study	468		52	52	52	52	52	52	52	52	52
		Design											
		Property											
		Utility Relocate											
		Construction											



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-2315A	5431	Traffic and Screen Line Counts & Studies (Region-wide)	1,808	187	157	157	157	261	157	157	157	157	261
		Study	1,808	187	157	157	157	261	157	157	157	157	261
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2316A	5432	Road Needs Study Update (Region-wide)	560	56	56	56	56	56	56	56	56	56	56
		Study	560	56	56	56	56	56	56	56	56	56	56
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2415A	5643	Traffic Operations & Safety Related Studies (Region-wide)	1,680	168	168	168	168	168	168	168	168	168	168
		Study	1,680	168	168	168	168	168	168	168	168	168	168
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2526A	5644	Region-wide Traffic Operations Study Update	846	323					523				
		Study	846	323					523				
		Design											
		Property											
		Utility Relocate											
		Construction											



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
PR-2414A	5444	Transportation Master Plan Study (Region-wide)	2,092		1,046						1,046			
		Study	2,092		1,046						1,046			
		Design												
		Property												
		Utility Relocate												
		Construction												
PR2877A	6832	Data Management Group (Region-wide)	1,570	157	157	157	157	157	157	157	157	157	157	157
		Study	1,570	157	157	157	157	157	157	157	157	157	157	157
		Design												
		Property												
		Utility Relocate												
		Construction												
PR-3070A	6833	Transportation Tomorrow Survey (Region-wide)	210					105						105
		Study	210					105						105
		Design												
		Property												
		Utility Relocate												
		Construction												
	7569	Urban Design Guidelines (Region-wide)	314		157						157			
		Study	314		157						157			
		Design												
		Property												
		Utility Relocate												
		Construction												



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-2875A	6831	Active Transportation Master Plan (Region-wide)	575		203						372		
		Study	575		203						372		
		Design											
		Property											
		Utility Relocate											
		Construction											
	6836	Regional Road 25/Third Line Alignment Options (MIL)	523				523						
		Study	523				523						
		Design											
		Property											
		Utility Relocate											
		Construction											
	6837	DC Background Study (Region-wide)	942					471					471
		Study	942					471					471
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2878A	6858	Cordon Count Data (Region-wide)	626	52	52	52	52	105	52	52	52	52	105
		Study	626	52	52	52	52	105	52	52	52	52	105
		Design											
		Property											
		Utility Relocate											
		Construction											



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-2874A	6838	Growth Management Studies (Region-wide)	5,230	523	523	523	523	523	523	523	523	523	523
		Study	5,230	523	523	523	523	523	523	523	523	523	523
		Design											
		Property											
		Utility Relocate											
		Construction											
	7378	Landscape Guidelines (Region-wide)	203	203									
		Study	203	203									
		Design											
		Property											
		Utility Relocate											
		Construction											
		Sub-Total	25,342	2,155	3,372	1,966	2,489	2,699	2,489	3,541	1,966	1,966	2,699
Renewal/Rehabilitation Activities													
PR-2888A	6854	New Traffic Signals - Development (Region-wide)	15,471		1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	15,471		1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719
PR-2889A	6855	New Signalized Intersections (Region-wide)	8,664	500	628	1,256	628	1,256	628	1,256	628	1,256	628
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	8,664	500	628	1,256	628	1,256	628	1,256	628	1,256	628



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-3035A	7142	Miscellaneous Works Related to Road Resurfacing (Region-wide)	8,492	1,129	970	766	465	1,078	1,037	770	787	567	923
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	8,492	1,129	970	766	465	1,078	1,037	770	787	567	923
PR-2314A	5426	Active Transportation Initiatives (Region-wide)	780	51	51	51	51	51	105	105	105	105	105
		Study	780	51	51	51	51	51	105	105	105	105	105
		Design											
		Property											
		Utility Relocate											
		Construction											
		Sub-Total	33,407	1,680	3,368	3,792	2,863	4,104	3,489	3,850	3,239	3,647	3,375
Replacement Activities													
PR-2596B	7488	Guelph Line Reconstruction (CONSTRUCTION ONLY), 1km North of Derry Road to Conservation Road (MIL) (Regional Road 1)	6,824		6,824								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	6,824		6,824								
PR-2829A	6445	Guelph Line at Harvester Road - Intersection Improvements (BUR) (Regional Road 1)	5,212		5,212								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	5,212		5,212								



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7438	Guelph Line & 1 Side Road - Intersection Improvements (BUR) (Regional Road 1)	3,047	535	374	2,138							
		EA											
		Design	535	535									
		Property	214		214								
		Utility Relocate	160		160								
		Construction	2,138			2,138							
	3991	Trafalgar Road - Grade Separation at CN Crossing North of Maple Ave (HHS) (Regional Road 3)	30,251	3,122	305	26,824							
		EA											
		Design											
		Property	3,122	3,122									
		Utility Relocate	305		305								
		Construction	26,824			26,824							
	5376	Trafalgar Road - Grade Separation at Metrolinx Crossing South of Hwy 7 (HHS) (Regional Road 3)	17,391		305	17,086							
		EA											
		Design											
		Property											
		Utility Relocate	305		305								
		Construction	17,086			17,086							
PR-2672B	5384	Dundas Street - Grade Separation at CNR Crossing between Appleby Line and Tremaine Rd (BUR) (Regional Road 5)	17,268		17,268								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	17,268		17,268								



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7486	Derry Road (CONSTRUCTION ONLY) - Reconstruction from Milborough Line to McNiven Road (MIL) (Regional Road 7)	3,051		3,051								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	3,051		3,051								
	5181	Steeles Avenue Grade Separation at CN crossing west of Bronte Street (MIL) (Regional Road 8)	11,273		11,273								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	11,273		11,273								
	7459	10 Side Road (CONSTRUCTION ONLY) - 2 Lane Reconstruction/Realignment to intersection at Winston Churchill Blvd. (HHS) (Regional Road 10)	4,068		4,068								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	4,068		4,068								
PR-2144B	7491	Winston Churchill Blvd. - 2 lane Reconstruction from 5 Side Road to 10 Side Road (HHS) (Regional Road 19)	15,872			7,628	8,244						
		EA											
		Design											
		Property	7,119			7,119							
		Utility Relocate	509			509							
		Construction	8,244				8,244						



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQU ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-2236A	7492	Winston Churchill Blvd. (CONSTRUCTION ONLY) - 2 lane Reconstruction from Old Pine Road to 17 Side Road (HHS) (Regional Road 19)	2,438			2,438							
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	2,438			2,438							
PR-2750A	3634	Winston Churchill Blvd. - 2 lane Reconstruction from 10 Side Road to Credit River Bridge (HHS) (Regional Road 19)	2,732	2,732									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	2,732	2,732									
PR-2464A	5312	Winston Churchill Blvd. - 2 lane Reconstruction from Credit River Bridge to Old Pine Road (HHS) (Regional Road 19)	7,390	1,768	812	4,810							
		EA											
		Design											
		Property	1,768	1,768									
		Utility Relocate	812		812								
		Construction	4,810			4,810							
	7374	Winston Churchill Boulevard - Reconstruction from Terra Cotta to Ballinafad Rd/32 Side Road (Regional Road 19)	1,833	283	1,550								
		EA											
		Design	133	133									
		Property	75	75									
		Utility Relocate	75	75									
		Construction	1,550		1,550								



CAPITAL BUDGET

2017

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2017 (000 DOLLARS)														
PR NO	UNIQU ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
PR-2867C	6449	Appleby Line at Harvester Road - Intersection Improvements (BUR) (Regional Road 20)	3,775		3,775									
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	3,775		3,775									
	7485	Burloak Drive (CONSTRUCTION ONLY) – 4 lane urbanization from north of QEW to Upper Middle Road (BUR/OAK) (Regional Road 21)	4,384									4,384		
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	4,384									4,384		
PR-2418A	5622	Tremaine Road - Reconstruction from Dundas Street to No. 1 Side Road (BUR/OAK) (Regional Road 22)	5,383		793	95	4,495							
		EA												
		Design												
		Property	793		793									
		Utility Relocate	95		95									
		Construction	4,495				4,495							
PR-30002A	6885	Vehicle Replacements - Transportation (Region-wide)	284	40	80		27		35	35			27	40
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	284	40	80		27		35	35			27	40
		Sub-Total	142,476	8,480	55,690	61,019	12,766	-	35	35	4,384	27	40	
		Total Required Financing	1,493,930	70,914	347,951	127,113	148,482	96,656	131,657	93,658	165,918	198,267	113,314	



HALTON REGION

Budget and Business Plan **2017**

Waste Management

CAPITAL BUDGET

2017

WASTE MANAGEMENT-CAPITAL

BUDGET & BUSINESS PLAN

2017 WASTE MANAGEMENT SYSTEM PROJECT LISTING 2017 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
Expansion Activities										
	5629	Halton Waste Management Site- Cell 4 West (REG)	75				75			
PR-2741	6222	Landfill Gas System (REG)	25				25			
	6998	Buildings Assessment for Household Hazardous Waste - Study (REG)	15				15			
PR-3025	7009	HWMS Optimization Study Implementation (REG)	100				100			
	7141	Halton Waste Management Site - Final Cover - Erosion Control & Vegetation - Cell 3 (REG)	100				100			
	7217	Halton Waste Management Site - Yard Waste Composting Facility Capacity - Study (REG)	50		2	43	5			
	7228	Transfer Station - Organics - Study (REG)	100		3	64	33			
		Sub-total	465		5	107	353			
Non-Infrastructure Solutions										
PR-3081	6996	Solid Waste Management Strategy 2016 (REG)	250				250			
		Sub-total	250				250			
Replacement Activities										
PR-2901	6888	Vehicle Replacements - Waste Management (REG)	292				292			



CAPITAL BUDGET

2017

WASTE MANAGEMENT-CAPITAL

BUDGET & BUSINESS PLAN

2017 WASTE MANAGEMENT SYSTEM PROJECT LISTING 2017 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	7004	Equipment Replacement - Compactor - 2017 (REG)	880				880			
		Sub-total	1,172				1,172			
		Total	1,887		5	107	1,775			
		Summary								
		Expansion Activities	465		5	107	353			
		Non-Infrastructure Solutions	250				250			
		Replacement Activities	1,172				1,172			
		Grand Total	1,887		5	107	1,775			



CAPITAL BUDGET

2017

WASTE MANAGEMENT-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 WASTE MANAGEMENT FORECAST PROJECT FORECAST LISTING WASTE MANAGEMENT 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Expansion Activities													
PR-1742	3687	Halton Waste Management Site - Litter Control Fence (REG)	110				50					60	
	5629	Halton Waste Management Site- Cell 4 West (REG)	17,650	75	75	2,500		15,000					
PR-2741	6222	Landfill Gas System (REG)	1,540	25	40	55	205	175	550	50	30	300	110
	6998	Buildings Assessment for Household Hazardous Waste - Study (REG)	35	15					20				
PR-3025	7009	HWMS Optimization Study Implementation (REG)	200	100					100				
	7141	Halton Waste Management Site - Final Cover - Erosion Control & Vegetation - Cell 3 (REG)	470	100			150			100		120	
	7215	Halton Waste Management Site - Cell 4 East Construction (REG)	2,500									2,500	
	7216	Halton Waste Management Site - Yard Waste Composting Facility Expansion - Construction (REG)	300		300								
	7217	Halton Waste Management Site - Yard Waste Composting Facility Capacity - Study (REG)	50	50									
	7228	Transfer Station - Organics - Study (REG)	100	100									
	7229	Transfer Station - Organics - Construction (REG)	7,100			7,100							
		Sub-total	30,055	465	415	9,655	405	15,175	670	150	90	2,920	110
Maintenance Activities													
	6994	Closed Landfill Environmental Management Plan - 2019 - 2020 (REG)	425			125	300						



CAPITAL BUDGET

2017

WASTE MANAGEMENT-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 WASTE MANAGEMENT FORECAST PROJECT FORECAST LISTING WASTE MANAGEMENT 2017 (000 DOLLARS)														
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
	6995	Closed Landfill Environmental Management Plan - 2023-2024 (REG)	425								125	300		
		Sub-total	850			125	300				125	300		
Non-Infrastructure Solutions														
PR-2368	5479	Halton Waste Management Site - Purchase Buffer Lands (REG)	2,500		500	500		500			500		500	
PR-3081	6996	Solid Waste Management Strategy 2016 (REG)	250	250										
	6997	Solid Waste Management Strategy 2023 (REG)	500								500			
		Sub-total	3,250	250	500	500		500			1,000		500	
Renewal/Rehabilitation Activities														
	7001	Bayview Closed Landfill SCADA - 2018 (BUR)	100		100									
	7292	Bayview Closed Landfill - Pump Station Upgrades (BUR)	125		125									
	6880	Halton Waste Management Site - Roads 5 and 6 Upgrades and Surfacing (REG)	520					120	400					
	6993	Halton Waste Management Site - Scales Upgrade - 2021 (REG)	100					100						
	6999	Building Assessment for Household Hazardous Waste - Rehab (REG)	175		75						100			
	7000	Armstrong Closed Landfill SCADA - 2017 (REG)	100		100									
	7218	Oakville 4th Line (Closed) Landfill - Pump Station Upgrades (REG)	150									150		



CAPITAL BUDGET

2017

WASTE MANAGEMENT-CAPITAL

BUDGET & BUSINESS PLAN

2017-2026 WASTE MANAGEMENT FORECAST PROJECT FORECAST LISTING WASTE MANAGEMENT 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7219	Halton Waste Management Site - Scales Upgrade - 2024 (REG)	100									100	
	7288	Halton Waste Management Site - Pump Station 1 - Upgrades (REG)	200		200								
	7289	Burlington Closed Landfill - Flow Meter and Chamber Renew/Rehab (REG)	60		60								
	7290	Armstrong Closed Landfill - Stormwater Sewer (REG)	50		25						25		
	7293	Armstrong Closed Landfill - Pump Station Upgrades (REG)	100			100							
		Sub-total	1,780		685	100		220	400	125	250		
Replacement Activities													
PR-2901	6888	Vehicle Replacements - Waste Management (REG)	1,640	292	261	195	171	24	193	229		41	234
	7003	GPS System Landfill Equipment Replacement - 2021 & 2026 (REG)	200					100					100
	7004	Equipment Replacement - Compactor - 2017 (REG)	880	880									
PR-3085	7005	Equipment Replacement - Bulldozer - 2026 (REG)	800										800
	7006	Equipment Replacement - Bulldozer - 2021 (REG)	770					770					
	7094	Equipment Replacement - Compactor - 2022 (REG)	1,000						1,000				
	7291	Halton Waste Management Site - Tarping Machine Replacement (REG)	75				75						
		Sub-total	5,365	1,172	261	195	246	894	1,193	229		41	1,134
		Total Required Financing	41,300	1,887	1,861	10,575	951	16,789	2,263	1,629	640	3,461	1,244



HALTON REGION

Budget and Business Plan **2017**

Other Regional Programs

CAPITAL BUDGET
OTHER REGIONAL PROGRAMS-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017 OTHER REGIONAL PROGRAMS											
PROJECT LISTING 2017 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
Finance											
Information Technology											
T5410A	CST000001	Desktop Growth Licensing	32		32			32			
T5410B	CST000002	ERP Growth Licensing	45		45			45			
T5460A	CST000006	Technology - Replacement Servers	221		221			221			
T5460B	CST000007	Technology - Replacement Network	200		200			200			
T5450A	CST000008	Technology Infrastructure - New	99		99			99			
T5440A	CST000010	Microcomputer - Replacement	832		832			832			
T5410E	CST000022	Security Infrastructure Growth Licensing	5		5			5			
T5410F	CST000023	Customer Service Growth Licensing	40		40			40			
T5410H	CST000024	Collaboration & Doc. Mngt Licensing	40		40			40			
T5430C	CST000031	Voice New	22		22			22			
T5440B	CST000032	Printers Replacement	90		90			90			
T5450B	CST000033	New Servers	90		90			90			
T5460F	CST000037	Computer Room Envelope	455		455			455			
T5410I	CST000045	Region Aerial Photography	140		140			140			
T5410J	CST000049	PS Growth Licensing	13		13			13			
T5480K	CST000082	Maint. Work Management Replacement	200		200			200			
T5471H	CST000092	PS Wireless	16		16			16			
T5420M	CST000112	GIS System Upgrade	10		10			10			
T5420JB	CST000115	SharePoint Upgrade	70		70			70			
T5420FA	CST000117	Non-Enterprise Systems Upgrade/Replace	80		80			80			
T5420VA	CST000118	Halton.ca Upgrade/Replacement	50		50			50			
T5420ED	CST000122	HR Payroll System Improvements	225		225			225			
T5471K	CST000124	Enterprise WorkForce Mgmt - Paramedics	200		200			200			
T5420EC	CST000125	Enterprise WorkForce Mgmt - Corporate	50		50			50			
T5420MB	CST000127	Information Management - Open Data	30		30			30			
T5471J	CST000128	Information Mgmt - PS Data Warehouse	160		160			160			
T5420V	CST000132	Halton Central Replacement Phases 2 & 3	20		20			20			
T5410R	CST000133	Non-Enterprise Systems Growth Licensing	12		12			12			



CAPITAL BUDGET
OTHER REGIONAL PROGRAMS-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017 OTHER REGIONAL PROGRAMS PROJECT LISTING 2017 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
Other T5219A	CST000138	Enterprise Sytem Enhancements	130		130			130			
	CST000141	Info Works	150		150			150			
	CST000142	Service Access Strategy	250		250			250			
	Division Sub-total		3,977		3,977			3,977			
	CSB000009	Growth Studies	305		305	113	189	3			
	Division Sub-total		305		305	113	189	3			
Department Sub-total		4,282		4,282	113	189	3,980				
Health Paramedic Services											
T6714A	HAM000005	PS Stations	100		100	14	71	15			
	HAM000014	PS Vehicles	1,311		1,311	12	63	1,236			
T6719A	HAM000015	Defibrillators	39		39			39			
	HAM000018	Power Stretchers	919		919			919			
Division Sub-total		2,369		2,369	26	134	2,209				
Department Sub-total		2,369		2,369	26	134	2,209				



CAPITAL BUDGET
OTHER REGIONAL PROGRAMS-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017 OTHER REGIONAL PROGRAMS PROJECT LISTING 2017 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
Legislative & Planning Services											
Asset Management											
T5014A	CSA000002	Facility Office Space Accommodation	600		600			600			
T5016A	CSA000004	Region - Accessibility and Security	100		100			100			
T5018A	CSA000007	Museum - Rehab & Replacement	60		60			60			
T5021A	CSA000011	Landfill - Rehab & Replacement	60		60			60			
T5024A	CSA000015	Region - Building Condition Assessments	350		350			350			
T5026A	CSA000020	Energy Program	100		100			100			
T5029A	CSA000022	Building Automation System - Replacement	40		40			40			
	CSA000043	Woodlands Operation Centre Expansion	2,400		2,400			2,400			
	CSA000044	Site Services - Signage	50		50			50			
	CSA000045	Childcare Centres LTC	50		50			50			
T5013B	CSA000046	HRC - Exterior Closures	300		300			300			
T5013C	CSA000047	HRC - Roofing	50		50			50			
T5013F	CSA000049	HRC - Interior Finishes	350		350			350			
T5013I	CSA000051	HRC - HVAC	450		450			450			
T5025L	CSA000065	NOC - Site Improvements	40		40			40			
T5032F	CSA000070	WOC - HVAC	20		20			20			
T5032K	CSA000072	WOC - Site Improvements	40		40			40			
T5020C	CSA000075	EMS - Station #02	15		15			15			
T5020F	CSA000078	EMS - Station #07	33		33			33			
T5020G	CSA000079	EMS - Station #08	14		14			14			
T5020H	CSA000080	EMS - Station #10	8		8			8			
T5022B	CSA000081	LTC - Allendale	510		510			510			
T5022C	CSA000082	LTC - Creek Way	190		190			190			
T5022D	CSA000083	LTC - Post Inn	200		200			200			
		Division Sub-total	6,030		6,030			6,030			
Planning											
T8019A	PPLN000002	Planning Litigation - OMB & Other Hearings	3,000		3,000			3,000			



CAPITAL BUDGET
OTHER REGIONAL PROGRAMS-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017 OTHER REGIONAL PROGRAMS PROJECT LISTING 2017 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
T8022A	PPLN000009	Forest Management Program	55		55			55			
	PPLN000016	Regional Official Plan Update (2019)	1,000		1,000	143	352	505			
T7103B	PPLN000028	CHS - Assisted Housing Development	8,500		8,500		1,600	6,900			
	PPLN000030	Burloak Waterfront Park	2,863	1,363	1,500	68	1,283	149			
	PPLN000034	Burlington Beach - Land	2,100		2,100			2,100			
	PPLN000036	Burlington Beach - Recreational Works	2,141		2,141	63	1,191	887			
	PPLN000037	Burlington Beach - Environmental Restoration	625		625	18	348	259			
	PPLN000040	IAH-E-Assisted Housing Development	2,100		2,100			2,100			
Division Sub-total			22,384	1,363	21,021	292	4,774	15,955			
Department Sub-total			28,414	1,363	27,051	292	4,774	21,985			
Social & Community Services											
Childrens Services											
T7009A	SCS000002	Capital Improvement Support	50		50			50			
Division Sub-total			50		50			50			
Services for Seniors											
T7200B	SNR000012	Allendale Equipment Replacement	228		228			228			
T7200C	SNR000013	Post Inn Equipment Replacement	260		260			260			
T7200D	SNR000014	Creek Way Village Equipment Replacement	162		162			162			
Division Sub-total			650		650			650			
Department Sub-total			700		700			700			



CAPITAL BUDGET
OTHER REGIONAL PROGRAMS-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017 OTHER REGIONAL PROGRAMS PROJECT LISTING 2017 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
		Total	35,765	1,363	34,402	431	5,097	28,874			
Summary											
Finance											
		Financial Planning & Budgets	305		305	113	189	3			
		Information Technology	3,977		3,977			3,977			
Health											
		Paramedic Services	2,369		2,369	26	134	2,209			
Legislative & Planning Services											
		Asset Management	6,030		6,030			6,030			
		Planning	22,384	1,363	21,021	292	4,774	15,955			
Social & Community Services											
		Childrens Services	50		50			50			
		Services for Seniors	650		650			650			
		Grand Total	35,765	1,363	34,402	431	5,097	28,874			



CAPITAL BUDGET
OTHER REGIONAL PROGRAMS-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017-2026 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2017-2026 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Finance													
	Information Technology												
T5410A	CST000001	Desktop Growth Licensing	338	32	32	33	33	34	34	34	35	35	36
T5410B	CST000002	ERP Growth Licensing	450	45	45	45	45	45	45	45	45	45	45
T5460A	CST000006	Technology - Replacement Servers	2,104	221	150	165	149	139	150	192	224	434	280
T5460B	CST000007	Technology - Replacement Network	4,115	200	465	390	280	405	500	255	535	585	500
T5450A	CST000008	Technology Infrastructure - New	1,969	99	127	131	159	178	171	201	301	301	301
T5440A	CST000010	Microcomputer - Replacement	8,572	832	649	753	1,015	872	715	848	1,200	985	703
T5470B	CST000015	Long Term Care Systems Replacement	600			50	150		50	150		50	150
T5410D	CST000021	GIS Growth Licensing	297		30	30	32	35	35	35	35	30	35
T5410E	CST000022	Security Infrastructure Growth Licensing	50	5	5	5	5	5	5	5	5	5	5
T5410F	CST000023	Customer Service Growth Licensing	490	40	50	50	50	50	50	50	50	50	50
T5410H	CST000024	Collaboration & Doc. Mngt Licensing	563	40	45	50	55	60	65	70	78	75	25
T5430C	CST000031	Voice New	235	22	23	23	23	23	24	24	24	24	25
T5440B	CST000032	Printers Replacement	1,831	90	139	123	324	288	99	147	131	332	158
T5450B	CST000033	New Servers	1,396	90	141	115	115	135	148	148	148	178	178
T5460F	CST000037	Computer Room Envelope	805	455			25	75	50		100	100	
T5480A	CST000038	Water Lab Information System	525		25	25	25	200	100	100	25	25	
T5480C	CST000040	W/WW Application Maintenance	760			90	90	90	90	100	100	100	100
T5440C	CST000041	Voice Replacement	1,295		150		126	164	240	340	75	100	100
T5420N	CST000043	Waste Managment Systems Upgrade	195			20	75				20	80	
T5410I	CST000045	Region Aerial Photography	530	140		90		95		100		105	
T5440D	CST000047	PS Mobile Computer Replace	729			306		20	10	337	5	31	20
T5410J	CST000049	PS Growth Licensing	117	13	9	26	4	9	9	4	22	4	17



CAPITAL BUDGET
OTHER REGIONAL PROGRAMS-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017-2026 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2017-2026 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
T5420Q	CST000054	Asset Reporting Sys Upgrade/Rplcmt Riva	150							150			
T5460G	CST000069	SCADA Infrastructure/Server Replacement	358		105	16	4	42	24	105	16	4	42
T5471E	CST000070	PS Dispensing system replacement	250					250					
T5471F	CST000072	PS - ePCR System Replacement	480		240								240
T5480K	CST000082	Maint. Work Management Replacement	800	200				200	200				200
T5471H	CST000092	PS Wireless	570	16	15	22	192	18	13	15	26	237	16
T5480L	CST000093	PW CMMS Growth Licensing	480		60	60	60	60	60	60	40	40	40
T5471I	CST000100	PS Information Sys. Repl.	135							75	30	30	
T5410Q	CST000103	DATS License Growth	47		14	10	3	3	3	3	3	4	4
T5460H	CST000107	Council AV Equip. Repl.	200									200	
T5471L	CST000108	PS - Dispatch Connectivity	240		120						120		
T5471M	CST000109	Enterprise WFM - Paramedics Replacement	200				100			100			
T5420A	CST000110	Siebel System Upgrade	475					175					300
T5420E	CST000111	SAP System Upgrade	480			200					280		
T5420M	CST000112	GIS System Upgrade	125	10		10	30			50			25
T5420Y	CST000113	DATS Upgrade Replacement	550				150			200			200
T5420F	CST000114	Microsoft Upgrade	200		100					100			
T5420JB	CST000115	SharePoint Upgrade	295	70			75			75			75
T5420J	CST000116	Sire Upgrade Replacement	390		125			90	25			75	75
T5420FA	CST000117	Non-Enterprise Systems Upgrade/Replace	883	80	55	58	60	125	125	75	125	80	100
T5420VA	CST000118	Halton.ca Upgrade/Replacement	450	50	50		100		50	100	50		50
T5420ED	CST000122	HR Payroll System Improvements	225	225									
T5420MC	CST000123	New Non-Enterprise Systems	863		55	58	120	125	125	75	125	80	100



CAPITAL BUDGET
OTHER REGIONAL PROGRAMS-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017-2026 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2017-2026 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
T5471K	CST000124	Enterprise WorkForce Mgmt - Paramedics	200	200									
T5420EC	CST000125	Enterprise WorkForce Mgmt - Corporate	350	50					300				
T5420FC	CST000126	Mobile Strategy Implement. - Mobile Apps	100					50					50
T5420MB	CST000127	Information Management - Open Data	30	30									
T5471J	CST000128	Information Mgmt - PS Data Warehouse	160	160									
T5422I	CST000130	Information Mgmt - Public Works	180		90	90							
T5420JA	CST000131	Integration Platform Upgrd/Rplce-Biztalk	300					200					100
T5420V	CST000132	Halton Central Replacement Phases 2 & 3	320	20			100			100	50		50
T5410R	CST000133	Non-Enterprise Systems Growth Licensing	120	12	12	12	12	12	12	12	12	12	12
	CST000134	IT Service Request & Asset Mgmt Repl	300		200			50			50		
	CST000135	IPFS Replacement	300		300								
	CST000136	Debenture Management System Replacement	200		100			50			50		
	CST000137	AMS Property Mgmt Replacement (Yardi)	300		300								
	CST000138	Enterprise Sytem Enhancements	1,000	130	125	120	115	110	105	100	100	95	
	CST000141	Info Works	150	150									
	CST000142	Service Access Strategy	250	250									
	Other												
T5219A	CSB000009	Growth Studies	4,678	305	305	305	814	610	305	305	305	814	610
		Finance	45,750	4,282	4,456	3,481	4,715	5,092	4,087	4,735	4,540	5,345	5,017
Health	Other												
T6501A	HO000001	Air Quality Program	1,971		474	331	168	345	110	122	188	110	123
	HO000005	Public Health Vehicle	78		39						39		



CAPITAL BUDGET
OTHER REGIONAL PROGRAMS-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017-2026 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2017-2026 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Paramedic Services													
T6714A	HAM000005	PS Stations	100	100									
	HAM000014	PS Vehicles	17,364	1,311	1,385	1,475	1,482	1,883	1,463	1,817	2,004	2,592	1,952
T6719A	HAM000015	Defibrillators	4,310	39	1,537	121	41	84	43	44	2,264	45	92
	HAM000016	PS Master Plan	150							150			
	HAM000018	Power Stretchers	2,896	919		102			326	388	452	461	248
		Health	26,869	2,369	3,435	2,029	1,691	2,312	1,942	2,521	4,947	3,208	2,415
Legislative & Planning Services													
Asset Management													
T5014A	CSA000002	Facility Office Space Accommodation	6,700	600	600	800	800	800	600	600	600	650	650
T5016A	CSA000004	Region - Accessibility and Security	1,000	100	100	100	100	100	100	100	100	100	100
T5018A	CSA000007	Museum - Rehab & Replacement	615	60	153	67	104	54	80	63	12	17	5
T5021A	CSA000011	Landfill - Rehab & Replacement	1,136	60	105	207	162	90	95	101	101	63	152
T5024A	CSA000015	Region - Building Condition Assessments	2,870	350	150	150	700	150	150	150	150	770	150
T5026A	CSA000020	Energy Program	1,000	100	100	100	100	100	100	100	100	100	100
T5029A	CSA000022	Building Automation System - Replacement	740	40	50	150	200	50	50	50	50	50	50
	CSA000030	HRC Child Care Centre	1,650		1,650								
	CSA000034	Relocation to HRC	1,200				1,200						
	CSA000037	Non Emergency Vehicle Replacement	328		37	70		37		107		77	
T5038A	CSA000039	Equipment - Building Sciences Investigation	70			35				35			
	CSA000043	Woodlands Operation Centre Expansion	29,000	2,400		26,600							
	CSA000044	Site Services - Signage	200	50	50	50	50						
	CSA000045	Childcare Centres LTC	345	50	30	30	30	30	35	35	35	35	35



CAPITAL BUDGET
OTHER REGIONAL PROGRAMS-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017-2026 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2017-2026 (000 DOLLARS)														
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
T5013B	CSA000046	HRC - Exterior Closures	1,325	300	200	225	230				180	190		
T5013C	CSA000047	HRC - Roofing	735	50	400		285							
T5013D	CSA000048	HRC - Interior Construction	2,015			300	300	300	300	405	410			
T5013F	CSA000049	HRC - Interior Finishes	550	350	200									
T5013H	CSA000050	HRC - Plumbing	390							85	95	100	110	
T5013I	CSA000051	HRC - HVAC	2,688	450	210	850	193	825	160					
T5013J	CSA000052	HRC - Fire Protection	45							45				
T5013K	CSA000053	HRC - Electrical	80									80		
T5013L	CSA000054	HRC - Equipment	34				34							
T5013M	CSA000055	HRC - Furnishings	697										340	357
T5013O	CSA000056	HRC - Site Improvements	3,022						980	636	275	655	476	
T5025B	CSA000057	NOC - Exterior Closures	395				25		95	240				35
T5025C	CSA000058	NOC - Interior Construction	236		47		29	25	110					25
T5025D	CSA000059	NOC - Stairs	55			55								
T5025E	CSA000060	NOC - Interior Finishes	25			25								
T5025F	CSA000061	NOC - Plumbing	45										45	
T5025G	CSA000062	NOC - HVAC	138						18	40			80	
T5025J	CSA000063	NOC - Equipment	60					60						
T5025K	CSA000064	NOC - Special Construction	40		40									
T5025L	CSA000065	NOC - Site Improvements	125	40								85		
T5025M	CSA000066	NOC - Civil and Mechanical Utilities	16				16							
T5032B	CSA000067	WOC - Exterior Closures	14		14									
T5032D	CSA000068	WOC - Interior Construction	123		29		27				67			



CAPITAL BUDGET
OTHER REGIONAL PROGRAMS-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017-2026 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2017-2026 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
T5032E	CSA000069	WOC - Plumbing	249		17	27		55	25	125			
T5032F	CSA000070	WOC - HVAC	96	20	28						48		
T5032I	CSA000071	WOC - Equipment	54		42								12
T5032K	CSA000072	WOC - Site Improvements	527	40	10	162		35					280
T5032L	CSA000073	WOC - Civil and Mechanical Utilities	175										175
T5020B	CSA000074	EMS - Station #00	361		72	96	24	59			94	16	
T5020C	CSA000075	EMS - Station #02	274	15	9	12		31	40	37	43	48	39
T5020D	CSA000076	EMS - Station #04	162		17		22	10		32			18
T5020E	CSA000077	EMS - Station #05	109		14	7	33	11	18				5
T5020F	CSA000078	EMS - Station #07	327	33	50	39	35	18	47	36			39
T5020G	CSA000079	EMS - Station #08	239	14	80				46	43	23		33
T5020H	CSA000080	EMS - Station #10	265	8	15	7	47	26	15	18			33
T5022B	CSA000081	LTC - Allendale	5,461	510	900	420	550	510	550	500	435	621	465
T5022C	CSA000082	LTC - Creek Way	1,646	190	442	250	255	110	100	125	125	38	11
T5022D	CSA000083	LTC - Post Inn	2,354	200	192	353	211	278	280	150	190	260	240
Planning													
T8019A	PPLN000002	Planning Litigation - OMB & Other Hearings	15,500	3,000	1,000	1,000	2,500	1,000	1,000	1,000	1,500	2,000	1,500
T8022A	PPLN000009	Forest Management Program	95	55		10		10		10			10
	PPLN000016	Regional Official Plan Update (2019)	2,350	1,000	1,350								
	PPLN000017	Regional Official Plan Imp (2019)	1,050			350	350	350					
	PPLN000022	Regional Official Plan Update (2024)	4,000						2,000	1,000	1,000		
	PPLN000024	Vehicle Replacements - Planning	60			30						30	
	PPLN000025	Regional Official Plan Imp (2024)	1,050								350	350	350



CAPITAL BUDGET
OTHER REGIONAL PROGRAMS-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017-2026 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2017-2026 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
T7103B	PPLN000028	CHS - Assisted Housing Development	95,000	8,500	9,000	9,000	9,000	9,400	9,450	9,450	11,200	10,000	10,000
	PPLN000030	Burloak Waterfront Park	3,413	2,863		550							
	PPLN000033	Regional Official Plan (2029)	750										750
	PPLN000034	Burlington Beach - Land	12,700	2,100	2,100	1,500	800	800	800	800	800	1,500	1,500
	PPLN000035	Burlington Beach - Hydro Tower	12,204				12,204						
	PPLN000036	Burlington Beach - Recreational Works	13,055	2,141	2,381	469	1,913						6,151
	PPLN000037	Burlington Beach - Environmental Restoration	7,585	625	2,023	753	1,085						3,099
	PPLN000038	Halton Heritage Centre	8,000		8,000								
	PPLN000040	IAH-E-Assisted Housing Development	5,700	2,100	2,850	750							
		Legislative & Planning Services	254,518	28,414	34,757	45,599	33,614	15,324	17,244	16,365	18,121	18,195	26,885
		Social & Community Services											
		Childrens Services											
T7009A	SCS000002	Capital Improvement Support	500	50	50	50	50	50	50	50	50	50	50
		Services for Seniors											
T7200B	SNR000012	Allendale Equipment Replacement	2,280	228	228	228	228	228	228	228	228	228	228
T7200C	SNR000013	Post Inn Equipment Replacement	2,600	260	260	260	260	260	260	260	260	260	260
T7200D	SNR000014	Creek Way Village Equipment Replacement	1,620	162	162	162	162	162	162	162	162	162	162
		Social & Community Services	7,000	700	700	700	700	700	700	700	700	700	700
		Total Required Financing	334,137	35,765	43,348	51,809	40,720	23,428	23,973	24,321	28,308	27,448	35,017



HALTON REGION

Budget and Business Plan **2017**

Halton Regional Police Service

CAPITAL BUDGET

HALTON REGIONAL POLICE SERVICE-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017 HALTON REGIONAL POLICE SERVICE PROJECT LISTING 2017 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
Halton Regional Police Services											
T6838C	PO000002	Business Applications	425		425			425			
T6865A	PO000013	Facilities - Building Projects/Upgrades	200		200			200			
T6866A	PO000034	1 District (Georgetown/Milton)	5,000	5,000							
T6848A	PO000042	Search & Rescue Vessel (Marine II)	60		60			60			
T6836D	PO000043	Computer Replacement	200		200			200			
T6844G	PO000046	Technology Replacements	750		750			750			
T6844E	PO000047	Network Server Replacements	250		250			250			
T6849B	PO000052	Radio System - Infrastructure / Towers	100		100	29	71				
	PO000056	Police Vehicles	2,041		2,041	85	154	1,802			
	PO000070	Portal Re-design - Phase 3	175		175			175			
	PO000071	Training Management System - Phase 2	119		119			119			
	PO000073	Specialized Equipment	229		229			229			
	PO000074	Automatic License Plate Recognition	400		400			400			
	PO000077	HQ - new Fitness Room equipment	107		107			107			
Total			10,056	5,000	5,056	114	225	4,717			
Summary											
Halton Regional Police Services			10,056	5,000	5,056	114	225	4,717			
Grand Total			10,056	5,000	5,056	114	225	4,717			



CAPITAL BUDGET
HALTON REGIONAL POLICE SERVICE-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017-2026 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2017-2026 (000 DOLLARS)														
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
Halton Regional Police Services														
T6838C	PO000002	Business Applications	1,925	425	750	750								
T6850B	PO000006	Automated Finger Printing System	200				200							
T6865A	PO000013	Facilities - Building Projects/Upgrades	2,000	200	200	200	200	200	200	200	200	200	200	
	PO000014	Tactical Response Vehicle	200			200								
T6866A	PO000034	1 District (Georgetown/Milton)	25,655	5,000	17,655	3,000								
T6848A	PO000042	Search & Rescue Vessel (Marine II)	120	60					60					
T6836D	PO000043	Computer Replacement	700	200	250	250								
T6869A	PO000044	Search & Rescue Vessel (Marine I)	200		100					100				
T6844G	PO000046	Technology Replacements	2,250	750	750	750								
T6844E	PO000047	Network Server Replacements	750	250	250	250								
	PO000050	Tech. Proj. to Support Business Plan	11,200				1,600	1,600	1,600	1,600	1,600	1,600	1,600	
T6814E	PO000051	MWS Replacement	1,750		1,750									
T6849B	PO000052	Radio System - Infrastructure / Towers	1,500	100	1,400									
T6834B	PO000054	Facilities - Security System	1,000								500	500		
	PO000056	Police Vehicles	20,205	2,041	2,318	2,177	2,267	2,366	1,838	1,805	1,928	1,627	1,838	
	PO000066	Video Conferencing	300		300									
	PO000070	Portal Re-design - Phase 3	175	175										
	PO000071	Training Management System - Phase 2	119	119										
	PO000072	Body-Worn Cameras	500				500							
	PO000073	Specialized Equipment	429	229	200									
	PO000074	Automatic License Plate Recognition	400	400										
	PO000075	1 District - Upgrade 11 Division	200			200								



CAPITAL BUDGET

HALTON REGIONAL POLICE SERVICE-CAPITAL

2017

BUDGET & BUSINESS PLAN

2017-2026 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2017-2026 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	PO000076	2 & 3 District - Future Use Study	100		100								
	PO000077	HQ - new Fitness Room equipment	107	107									
		Total Required Financing	71,985	10,056	26,023	7,777	4,767	4,166	3,698	3,705	4,228	3,927	3,638



HALTON REGION

Budget and Business Plan **2017**

Water & Wastewater – Capital

CAPITAL BUDGET
WATER/WASTEWATER - CAPITAL

2017
BUDGET & BUSINESS PLAN

2017 - 2026 WATER/WASTEWATER CAPITAL BUDGET (Uninflated 000s)

	GROSS COST	SUBSIDY/ RECOVERY	NET REG RESP	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHERS	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REG
2017 Non-Development Programs									
Water	30,713	-	30,713	-	-	30,713	-	-	-
Wastewater	47,880	-	47,880	-	-	47,880	-	-	-
Sub-total	78,593	-	78,593	-	-	78,593	-	-	-
Development Programs									
Water	988	-	988	-	749	-	239	-	-
Wastewater	4,334	-	4,334	-	1,689	2,058	587	-	-
Sub-total	5,322	-	5,322	-	2,438	2,058	826	-	-
TOTAL 2017	83,915	-	83,915	-	2,438	80,651	826	-	-
2018 Non-Development Programs									
Water	49,551	-	49,551	-	-	49,551	-	-	-
Wastewater	20,631	-	20,631	-	-	20,631	-	-	-
Sub-total	70,182	-	70,182	-	-	70,182	-	-	-
Development Programs									
Water	65,006	-	65,006	-	49,448	1,459	14,099	-	-
Wastewater	63,977	-	63,977	-	39,125	11,246	13,606	-	-
Sub-total	128,983	-	128,983	-	88,573	12,705	27,705	-	-
TOTAL 2018	199,165	-	199,165	-	88,573	82,887	27,705	-	-
2019 Non-Development Programs									
Water	40,925	-	40,925	-	-	40,925	-	-	-
Wastewater	61,965	-	61,965	-	-	61,965	-	-	-
Sub-total	102,890	-	102,890	-	-	102,890	-	-	-
Development Programs									
Water	15,038	-	15,038	-	10,328	1,140	3,570	-	-
Wastewater	137,353	-	137,353	-	96,542	7,098	33,713	-	-
Sub-total	152,391	-	152,391	-	106,870	8,238	37,283	-	-
TOTAL 2019	255,281	-	255,281	-	106,870	111,128	37,283	-	-
2020 Non-Development Programs									
Water	39,159	-	39,159	-	-	39,159	-	-	-
Wastewater	48,568	-	48,568	-	-	48,568	-	-	-
Sub-total	87,727	-	87,727	-	-	87,727	-	-	-
Development Programs									
Water	57,646	-	57,646	-	42,198	1,038	14,410	-	-
Wastewater	86,246	-	86,246	-	43,511	27,850	14,885	-	-
Sub-total	143,892	-	143,892	-	85,709	28,888	29,295	-	-
TOTAL 2020	231,619	-	231,619	-	85,709	116,615	29,295	-	-



CAPITAL BUDGET
WATER/WASTEWATER - CAPITAL

2017
BUDGET & BUSINESS PLAN

2017 - 2026 WATER/WASTEWATER CAPITAL BUDGET (Uninflated 000s)

	GROSS COST	SUBSIDY/ RECOVERY	NET REG RESP	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHERS	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REG
2021 Non-Development Programs									
Water	55,426	-	55,426	-	-	55,426	-	-	-
Wastewater	27,210	-	27,210	-	-	27,210	-	-	-
Sub-total	82,636	-	82,636	-	-	82,636	-	-	-
Development Programs									
Water	4,161	-	4,161	-	3,096	-	1,065	-	-
Wastewater	80,970	-	80,970	-	38,077	29,529	13,364	-	-
Sub-total	85,131	-	85,131	-	41,173	29,529	14,429	-	-
TOTAL 2021	167,767	-	167,767	-	41,173	112,165	14,429	-	-
2022 Non-Development Programs									
Water	62,073	-	62,073	-	-	62,073	-	-	-
Wastewater	63,622	-	63,622	-	-	63,622	-	-	-
Sub-total	125,695	-	125,695	-	-	125,695	-	-	-
Development Programs									
Water	14,915	-	14,915	-	11,204	-	3,711	-	-
Wastewater	10,199	-	10,199	-	2,760	6,546	893	-	-
Sub-total	25,114	-	25,114	-	13,964	6,546	4,604	-	-
TOTAL 2022	150,809	-	150,809	-	13,964	132,241	4,604	-	-
2023 Non-Development Programs									
Water	86,238	-	86,238	-	-	86,238	-	-	-
Wastewater	43,507	-	43,507	-	-	43,507	-	-	-
Sub-total	129,745	-	129,745	-	-	129,745	-	-	-
Development Programs									
Water	143,181	-	143,181	-	107,267	10	35,904	-	-
Wastewater	23,331	-	23,331	-	17,291	-	6,040	-	-
Sub-total	166,512	-	166,512	-	124,558	10	41,944	-	-
TOTAL 2023	296,257	-	296,257	-	124,558	129,755	41,944	-	-
2024 Non-Development Programs									
Water	103,322	-	103,322	-	-	103,322	-	-	-
Wastewater	41,004	-	41,004	-	-	41,004	-	-	-
Sub-total	144,326	-	144,326	-	-	144,326	-	-	-
Development Programs									
Water	61,634	-	61,634	-	49,450	1,545	10,639	-	-
Wastewater	15,046	-	15,046	-	11,135	-	3,911	-	-
Sub-total	76,680	-	76,680	-	60,585	1,545	14,550	-	-
TOTAL 2024	221,006	-	221,006	-	60,585	145,871	14,550	-	-



CAPITAL BUDGET
WATER/WASTEWATER - CAPITAL

2017
BUDGET & BUSINESS PLAN

2017 - 2026 WATER/WASTEWATER CAPITAL BUDGET (Uninflated 000s)

	GROSS COST	SUBSIDY/ RECOVERY	NET REG RESP	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHERS	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REG
2025 Non-Development Programs									
Water	77,539	-	77,539	-	-	77,539	-	-	-
Wastewater	66,841	-	66,841	-	-	66,841	-	-	-
Sub-total	144,380	-	144,380	-	-	144,380	-	-	-
Development Programs									
Water	47,591	-	47,591	-	35,226	40	12,325	-	-
Wastewater	95,157	-	95,157	-	70,528	-	24,629	-	-
Sub-total	142,748	-	142,748	-	105,754	40	36,954	-	-
TOTAL 2025	287,128	-	287,128	-	105,754	144,420	36,954	-	-
2026 Non-Development Programs									
Water	74,562	-	74,562	-	-	74,562	-	-	-
Wastewater	77,292	-	77,292	-	-	77,292	-	-	-
Sub-total	151,854	-	151,854	-	-	151,854	-	-	-
Development Programs									
Water	82,565	-	82,565	-	56,986	6,179	19,400	-	-
Wastewater	64,420	-	64,420	-	45,972	2,302	16,146	-	-
Sub-total	146,985	-	146,985	-	102,958	8,481	35,546	-	-
TOTAL 2026	298,839	-	298,839	-	102,958	160,335	35,546	-	-
TOTAL Non-Development Programs									
Water	619,508	-	619,508	-	-	619,508	-	-	-
Wastewater	498,520	-	498,520	-	-	498,520	-	-	-
Sub-total	1,118,028	-	1,118,028	-	-	1,118,028	-	-	-
Development Programs									
Water	492,725	-	492,725	-	365,952	11,411	115,362	-	-
Wastewater	581,033	-	581,033	-	366,630	86,629	127,774	-	-
Sub-total	1,073,758	-	1,073,758	-	732,582	98,040	243,136	-	-
TOTAL 2017-2026	2,191,786	-	2,191,786	-	732,582	1,216,068	243,136	-	-

Note: Schedule may not add due to rounding.

HALTON REGION

Budget and Business Plan **2017**

Water Non-Development

CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017 WATER SYSTEM PROJECT LISTING 2017 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
Expansion Activities										
	7201	Burlington WPP - Purchase and Installation of Ozone Liquid Storage Tank (BUR)	800				800			
	7411	150mm WM on Adamson Street South from south of Green Street to No 10 Sideroad, 150mm WM on No 10 Sideroad from Adamson Street South to Tenth Line (HHGEO)	263				263			
	7199	300mm WM on North Service Road West from 1333 NSR to 1395 NSR (OAK)	60				60			
	7007	Vehicle - New - Water (REG)	291				291			
		Sub-total	1,414				1,414			
Non-Infrastructure Solutions										
	7445	Burlington Water Purification Plant - Oxygen Liquid Storage Tank Assessment (BUR)	40				40			
PR-1660B	5538	WPP Optimization Program (REG)	100				100			
	7125	Water Distribution Security of Supply Improvements (REG)	100				100			
	7261	Halton wide Condition Assessment of Trunk and High Risk Watermains (REG)	250				250			
PR-3101	7328	W&WW Security Review and Model (REG)	250				250			
PR-3079	7346	Asset Management Roadmap Implementation (REG)	200				200			



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT										
2017 WATER SYSTEM										
PROJECT LISTING 2017 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	7424	Capital Needs Assessments for Reservoirs located in Burlington and Oakville (REG)	250				250			
	7425	Capital Needs Assessment of Elevated Storage Facilities (REG)	200				200			
	7495	Water Meter Strategy (REG)	200				200			
		Sub-total	1,590				1,590			
		Renewal/Rehabilitation Activities								
	7121	Installation of Waterproofing Membrane on Cell No.1 & No.2 at Bailie Reservoir (BUR)	621				621			
		Sub-total	621				621			
		Replacement Activities								
	3014	150mm WM on Arleigh Cres. from Cindy to Cape (BUR) (RR)	119				119			
	5997	200mm WM on Ramsgate Rd. from Rexway Dr. to Caplan Cres. (BUR) (RR)	89				89			
	6006	300mm WM on Rexway Dr. from Woodview Rd to Walkers Line (BUR) (RR)	222				222			
	6008	200mm WM on Geneva Park from Thornwood Ave. to Thornwood Ave., 150mm WM on Geneva Pl. from Geneva Park to End, 150mm WM on Windsor Ct. from Geneva Park to End (BUR) (RR)	182				182			
	6076	200mm WM on Montego Cr. from Ramsgate Rd. to Ramsgate Rd. (BUR) (RR)	111				111			



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017 WATER SYSTEM PROJECT LISTING 2017 (000 DOLLARS)					REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	6085	200mm WM on Glen Moor Cr. from MacLaren Dr. to MacLaren Dr. (BUR)	96				96			
	6101	200mm WM on Thornwood Ave. from Rexway Dr. to Rockwood Dr. (BUR) (RR)	126				126			
	6264	150mm WM on Braemore Pl. from Braemore Rd. to End (BUR) (RR)	50				50			
PR-3125	6275	300mm WM on Amherst Heights Dr. from Brant St. to Brant St., 200mm WM on Amherst Heights Ct. to End (BUR)	1,068				1,068			
PR-3098	6279	400mm WM on South Service Rd. from Cumberland Ave. to Billings Ct, 400mm WM on Billings Court from South Service Rd. to 160m east (BUR)	1,148				1,148			
	6294	200mm WM on Woodview Rd. from Maclaren Dr. to Rexway Dr. (BUR) (RR)	83				83			
	6298	200mm WM on Dynes Rd. from Prospect St. to Woodward Ave (BUR) (RR)	85				85			
	6304	150mm WM on Verhoeven Rd. from Bromley Rd. to White Pines Dr. 150mm WM on Brewer Ct. from Verhoeven Rd. to End, 150mm WM on Broughton Cres. from Verhoeven Rd. to Verhoeven Rd. (BUR) (RR)	217				217			
	6306	200mm WM on Rockwood Dr. from Jennifer Cr. to Walkers Line (BUR) (RR)	118				118			
	6308	200mm WM on MacLaren Dr. from Woodview Rd. to Rexway Dr. (BUR) (WWM) (RR)	127				127			
	6312	200mm WM on Bromley Rd. from Kenwood Ave. to White Pines Dr. (BUR) (RR)	149				149			
	6315	200mm WM on Cherryhill Cr. from Meadowhill Rd. to Meadowhill Rd. (BUR) (RR)	248				248			



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017 WATER SYSTEM PROJECT LISTING 2017 (000 DOLLARS)					REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	6327	150mm WM on Valanna Crescent from Goodram Drive to End 150mm WM on Valanna Drive from Goodram Drive to Valanna Crescent (BUR) (RR)	131				131			
	6329	200mm WM on Sinclair Cl. from Alconbury Cr. to Millway Dr. (BUR) (RR)	118				118			
PR-3028	6355	300mm WM on Morris Dr. from Harvester Rd. to End (BUR) (RR)	602				602			
	6746	300mm WM on Longmoor Dr from North Of hydro Corridor to 114 meters south 150mm,200mm WM on Longmoor Dr from 114 meters south of Hydro Corridor to Appleby Line (BUR) (RR)	299				299			
PR-2952	6923	400mm WM on Appleby Line from Mainway to North Service Road (BUR) (RR)	750				750			
PR-3098	6951	400mm WM on South Service Road from Paletta Ct to 875m West 400mm WM on Paletta Ct from South Service Road to East End (BUR) (RR)	2,254				2,254			
	7048	150mm WM on Tuck Drive from Spruce Avenue to Cosburn Crescent (BUR) (RR)	131				131			
	7050	Replacement of existing chlorine solution and sample lines at Burlington WPP (BUR)	600				600			
	7106	150mm WM on Autumnhill Cres from Snowhill Ct to Driftwood Dr., 150mm WM on Driftwood Dr from Autumnhill Cres to Hemlock Ct (BUR) (RR)	115				115			
	7109	200mm WM on Riverside Drive from Sheldon Park to Mullin Way (BUR) (RR)	128				128			
	7110	200mm WM on Cindy Lane from Mullin Way to Cape Ave., 200mm WM on Cape Ave from Cindy Lane to Mullin Way, 200mm WM on Joel Ave from Arleigh Cres to Cape Ave. (BUR) (WWM) (RR)	237				237			



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017 WATER SYSTEM PROJECT LISTING 2017 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	7111	300mm WM on Coldstream Drive from Duncaster Dr to Middlesmoor Dr (BUR) (RR)	160				160			
	7134	150mm WM on Cherrywood Drive from Greenwood Dr. to Vanderburgh Dr. (BUR) (RR)	138				138			
	7214	150mm,200mm WM on Maple Avenue from north of Hammond Street to Lakeshore Road (BUR) (WWM)(RR)	362				362			
	7399	300mm WM on Truman Street from Churchill Avenue to north End and Abandon easement north of Churchill Avenue (BUR)	60				60			
	7406	300mm WM on Harvester Road from Appleby Line to South Service Road westerly (BUR)	222				222			
	7408	300mm WM on Rexway Drive from Cumberland Avenue to Woodview Road (BUR) (RR) (WWM)	126				126			
	7409	200mm WM on Ontario Street from Maple Avenue to Brock Avenue (BUR) (RR)	50				50			
	7442	Burlington Water Purification Plant - Filters 8, 9, 10, 11 & Clearwell #1 andl #2 repair (BUR)	250				250			
	7443	Burlington Water Purification Plant - Replacement of Highlift and Clearwell Isolation Gates (BUR)	431				431			
	7444	Burlington Water Purification Plant - Replacement of Large Diameter Valves in Valve Chamber (BUR)	835				835			
	7446	Burlington WPP High Lift and Low Lift Pump Station Upgrades (BUR)	1,000				1,000			
	7458	150mm WM on Jennifer Crescent from Ronald Drive to Manfred Drive (BUR) (RR)	70				70			
	7462	300mm WM on Waterdown Road from Waterdown Booster Station to 50m south of Craven Avenue (BUR) (RR)	117				117			



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT										
2017 WATER SYSTEM										
PROJECT LISTING 2017 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	7471	300mm WM on Prospect Street and Guelph Line Intersection (BUR)	50				50			
	7475	300mm WM on Lakeshore Road from Elizabeth Street to Martha Street (BUR) (RR)	88				88			
PR-2808B	6079	300mm WM on School Lane from Main St. to End (HHACT)	295				295			
PR-3091	7281	200mm WM on McDonald Boulevard from 30m west of Wallace Street to End (HHACT)	371				371			
	6324	150mm WM on Duncan Dr. from Moultre Cr. (north-end) to Weber Dr. (HHGEO) (RR)	106				106			
PR-3034	7157	300mm WM on Armstrong Avenue from Sinclair Rd. to 680m West (HHGEO) (RR)	1,284				1,284			
	7449	Upgrades to Cedarvale WellHouses 1A, 3A and 4/4A (HHGEO)	55				55			
	7461	150mm WM on Uplands Court from Hyland Avenue to End (HHGEO)	100				100			
	7482	150mm WM on Easement from Highway 7 to South of 22 Side Road (HHGEO)	150				150			
PR-2993	6798	300mm WM on Main Street from Bronte Street to James Street (MIL) (WWM) (RR)	597				597			
	7262	300mm WM on Ontario Street South from Parkway Drive East to Laurier Avenue (MIL)	151				151			
	7472	Relining of Walkers Line Well Feedermain with 150mm pipe from West Appleby Line to Surge Tank (Zone M5L) (MIL)	144				144			



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017 WATER SYSTEM PROJECT LISTING 2017 (000 DOLLARS)				REGIONAL RESPONSIBILITY				
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	7480	400mm WM on Bronte Street from 500m north of Main Street to Steeles Avenue (MIL) (RR)	332				332			
PR-3106	6122	200mm WM on Birch Hill Lane from 330m South of Lakeshore Road to End (OAK) (WWM)	391				391			
PR-3052	6299	150mm WM on Oxford Ave. from Oakdale Dr. to Culham St (OAK) (RR)	422				422			
PR-2945	6924	300mm WM on Trafalgar Road from Leighland Ave to Upper Middle Rd (OAK) (RR)	2,138				2,138			
PR-2945B	6925	300mm WM on Trafalgar Road from Upper Middle Rd to Riverstone Drive (OAK) (RR)	1,052				1,052			
PR-3010	7079	150mm WM on Churchill Ave from Leighland Ave to North Service Road (OAK) (WWM)	68				68			
	7099	300mm WM on Speers Road from Kerr St to 150m East (OAK)	53				53			
	7140	Replacement of existing chlorine solution and sample lines at Oakville WPP (OAK)	600				600			
	7178	150mm WM on Bomorda Drive from Leighland Ave. to Germorda Dr. (OAK)	71				71			
PR-3083	7287	300mm WM on Trafalgar Road from Cross Avenue to Argus Road (OAK) (RR) (WWM)	306				306			
	7400	SCADA controlled, Actuated Valve and Chamber on 600mm WM on Rebecca Street west of Bronte Road (OAK)	50				50			
	7407	300mm WM on Lakeshore Road from Navy Street to Allan Road (OAK) (RR) (WWM)	285				285			
	7451	Oakville WPP - Floor Slab Replacement in old High Lift Building (OAK)	100				100			



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017 WATER SYSTEM PROJECT LISTING 2017 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	6889	Vehicle Replacements (Existing)- Water (REG)	371				371			
	7315	Regional Environmental Laboratory - Ion Chromatograph - W (REG)	120				120			
	7465	Pulse Meter Replacement (REG)	3,281				3,281			
	7467	Large Water Meters Replacement (REG)	633				633			
		Sub-total	27,088				27,088			
		Total	30,713				30,713			
		Summary								
		Expansion Activities	1,414				1,414			
		Non-Infrastructure Solutions	1,590				1,590			
		Renewal/Rehabilitation Activities	621				621			
		Replacement Activities	27,088				27,088			
		Grand Total	30,713				30,713			



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2017-2026 WATER FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Disposal Activities													
	6849	Decommissioning of Walkers Line Well and Surge tank (MIL)	150		150								
		Sub-total	150		150								
Expansion Activities													
	7201	Burlington WPP - Purchase and Installation of Ozone Liquid Storage Tank (BUR)	2,840	800		2,040							
	7411	150mm WM on Adamson Street South from south of Green Street to No 10 Sideroad, 150mm WM on No 10 Sideroad from Adamson Street South to Tenth Line (HHGEO)	1,799	263	1,536								
	7199	300mm WM on North Service Road West from 1333 NSR to 1395 NSR (OAK)	289	60	229								
	7007	Vehicle - New - Water (REG)	919	291		36	98	73	93	328			
		Sub-total	5,847	1,414	1,765	2,040	36	98	73	93	328		
Maintenance Activities													
	7440	Burlington Water Purification Plant Administration Roof (BUR)	500		500								
		Sub-total	500		500								
Non-Infrastructure Solutions													
	7445	Burlington Water Purification Plant - Oxygen Liquid Storage Tank Assessment (BUR)	40	40									
PR-1660B	5538	WPP Optimization Program (REG)	1,700	100	200	200	200	200	200	200	200	200	
PR-2795	5688	Water Plant Operations Energy Management Program (REG)	265		265								



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT			2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
PR-2541B	6970	Study and implementation of improvements for the Regions SCADA System Std's (Water) (REG) (WWM)	50		50									
	7125	Water Distribution Security of Supply Improvements (REG)	100	100										
	7203	SCADA Master Plan Review for Water Purification Plants and Distribution Systems - 2018 (REG)	100		100									
	7259	Capital Needs Assessment for Booster Stations and Reservoirs in Milton and Halton Hills (REG)	350		350									
	7261	Halton wide Condition Assessment of Trunk and High Risk Watermains (REG)	250	250										
PR-3101	7328	W&WW Security Review and Model (REG)	250	250										
PR-3079	7346	Asset Management Roadmap Implementation (REG)	200	200										
	7424	Capital Needs Assessments for Reservoirs located in Burlington and Oakville (REG)	250	250										
	7425	Capital Needs Assessment of Elevated Storage Facilities (REG)	200	200										
	7463	Capital Needs Assessment for Booster Stations and Reservoirs located in Burlington and Oakville (REG)	400											400
	7495	Water Meter Strategy (REG)	200	200										
		Sub-total	4,355	1,590	965	200	200	200	200	200	200	200	200	400
Renewal/Rehabilitation Activities														
	7121	Installation of Waterproofing Membrane on Cell No.1 & No.2 at Bailie Reservoir (BUR)	621	621										
PR-3095	7297	Bailie Booster Station and Yard Piping Renewal (BUR)	2,400		400	2,000								



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2017-2026 WATER FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7299	Kingsway Booster Station and Yard Piping Renewal (BUR)	1,200			200		1,000					
	7301	Waterdown Booster Station and Yard Piping Renewal (BUR)	636		106		530						
	7414	Replacement of piping and addition of flow paced re-chlorination and meter at Headon Reservoir (BUR)	270		40	230							
	7051	Non-structural lining of 500mm CPP WM on James Snow Parkway from Holgate Cres. W. to east side of Boston Church Rd (MIL)	2,420			2,420							
	7123	Zone 5 Elevated Storage Tank Structural Upgrades (MIL)	600				600						
	7298	Eighth Line Zone 3 Booster Station and Yard Piping Renewal (OAK)	2,430		405		2,025						
	7412	Replacement of piping and addition of flow paced re-chlorination and meter at Moore Reservoir (OAK)	280		50	230							
	3519	Water Plant and Well System Upgrades and Optimizations (REG)	121,973						25,147	13,569	4,382	12,438	66,437
PR-2173	5004	Well Based Water System Upgrades (REG)	2,200		300	625	300	325	200	200	250		
PR-1907	5244	Corrosion Protection Program (REG)	9,000		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
PR-3116	7286	Region wide Air Release Valve Chamber Venting retrofits Program for mains 400mm and larger (REG)	2,400		600	600	600	600					
		Sub-total	146,430	621	2,901	7,305	5,055	2,925	26,347	14,769	5,632	13,438	67,437
Replacement Activities													
	3014	150mm WM on Ardleigh Cres. from Cindy to Cape (BUR) (RR)	815	119	696								



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)											
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	4525	300mm WM on Hampton Heath Rd from Norrie Cres (N) to Windermere Dr (BUR)	683		100		583						
	4527	250mm WM on Brant St from Bluefields Dr to Mount Forest Dr 250mm WM on Mount Forest Dr from Brant St to Royal Dr (BUR) (RR)	946				138	808					
	4569	300mm WM on Easement from Graham's Lane to 150m North of Fairview St (BUR)	519				76	443					
	4597	300mm WM on Brant St from 100m North of Churchill Av to Plains Rd E. (BUR) (RR)	571				83	488					
	4598	300mm WM on Brant St from Mount Forest Dr to 120m South of N.Service Rd (BUR) (RR)	557				81	476					
	4600	300mm WM on Fairview St from Appleby Ln to Dead End of Street (BUR)	956								96	860	
PR-2946B	5993	200mm WM on Flatt Rd. from Waterdown Rd. to 35 meter west of Flatt Rd. intersection (BUR) (RR)	699			699							
	5997	200mm WM on Ramsgate Rd. from Rexway Dr. to Caplan Cres. (BUR) (RR)	611	89		522							
	5998	150mm WM on Hertel Cr. from Dequincy Cr. to Royal Dr. (BUR)	392						57	335			
	6006	300mm WM on Rexway Dr. from Woodview Rd to Walkers Line (BUR) (RR)	1,463	222		1,241							
	6008	200mm WM on Geneva Park from Thornwood Ave. to Thornwood Ave., 150mm WM on Geneva Pl. from Geneva Park to End, 150mm WM on Windsor Ct. from Geneva Park to End (BUR) (RR)	1,190	182			1,008						
	6074	200mm WM on Linmouth Tr. from Falmouth Tr. to Faversham Ave. (BUR)	793			119		674					



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT				2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)									
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	6076	200mm WM on Montego Cr. from Ramsgate Rd. to Ramsgate Rd. (BUR) (RR)	760	111		649							
	6081	300mm WM on Mountain Grove Av. from Guelph Line to Upper Middle Rd. (BUR)	1,939								283	1,656	
	6085	200mm WM on Glen Moor Cr. from MacLaren Dr. to MacLaren Dr. (BUR)	654	96		558							
	6101	200mm WM on Thornwood Ave. from Rexway Dr. to Rockwood Dr. (BUR) (RR)	805	126			679						
	6135	200mm WM on Woodvale Place from Parkgate Crescent to End (BUR)	446		65	381							
	6205	300mm WM on Walkers Line from Fairview St. to Fowler Court (BUR)	245				50		195				
	6260	300mm WM on Tyandaga Park Dr. from Kerns Rd. to Frontenac Pl. (BUR) (RR)	999		146		853						
	6262	300mm WM on Mainway from Guelph Line to Walkers Line (BUR) (RR)	3,584				523		3,061				
	6264	150mm WM on Braemore Pl. from Braemore Rd. to End (BUR) (RR)	252	50			202						
	6265	150mm WM on Thomas Ct. from Bromley Road to End (BUR) (RR)	315		50		265						
PR-3125	6275	300mm WM on Amherst Heights Dr. from Brant St. to Brant St., 200mm WM on Amherst Heights Ct. to End (BUR)	1,068	1,068									
	6278	200mm WM on Devlin Dr. from Cavendish Dr. to Sheffield Dr. (BUR) (RR)	673				98		575				



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-3098	6279	400mm WM on South Service Rd. from Cumberland Ave. to Billings Ct, 400mm WM on Billings Court from South Service Rd. to 160m east (BUR)	1,148	1,148									
	6280	300mm WM on Cumberland Av. from New St. to Rexway Dr. (BUR) (RR)	1,050				153		897				
PR-2946B	6284	150mm WM on Ireson Rd. from Waterdown Rd. to End (BUR) (RR)	205			205							
	6285	150mm WM on Belfast Ave. from Wicklow Rd. to Tipperary Ave. (BUR) (RR)	328		50		278						
	6286	200mm WM on Fairway Ct. from Tyandaga Park Dr. to End. (BUR)	267				39		228				
	6287	250mm WM on Regency Ct. from Prospect St. to End (BUR) (RR)	315			50	265						
	6290	150mm WM on Tamarac Dr. from Cherryhill Cr. to 273 m East (BUR)	470			69		401					
	6292	150mm WM on Blue Forest Hill from Bridle Wood to Pinedale Ave. (BUR) (RR)	363				53		310				
	6293	150mm WM on Reeves Rd. from White Pines Dr. to Cheltenham Rd. (BUR)	480			70		410					
	6294	200mm WM on Woodview Rd. from Maclaren Dr. to Rexway Dr. (BUR) (RR)	570	83			487						
	6295	200mm WM on Francis Rd. from Glenview Ave. to Plains Rd. (BUR)	613		98		515						
	6298	200mm WM on Dynes Rd. from Prospect St. to Woodward Ave (BUR) (RR)	580	85	495								
	6303	200mm WM on Havendale Blvd. from Winchester Ct. to Brant St. (BUR)	846			124		722					



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT			2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)										
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-3099	6304	150mm WM on Verhoeven Rd. from Bromley Rd. to White Pines Dr. 150mm WM on Brewer Ct. from Verhoeven Rd. to End, 150mm WM on Broughton Cres. from Verhoeven Rd. to Verhoeven Rd. (BUR) (RR)	1,487	217		1,270							
	6306	200mm WM on Rockwood Dr. from Jennifer Cr. to Walkers Line (BUR) (RR)	805	118		687							
	6308	200mm WM on MacLaren Dr. from Woodview Rd. to Rexway Dr. (BUR) (WWM) (RR)	867	127		740							
	6311	300mm WM on Royal Dr. from Mount Forest Dr. to Mountainside Dr. (BUR)	552					80		472			
	6312	200mm WM on Bromley Rd. from Kenwood Ave. to White Pines Dr. (BUR) (RR)	1,020	149		871							
	6315	200mm WM on Cherryhill Cr. from Meadowhill Rd. to Meadowhill Rd. (BUR) (RR)	1,697	248	1,449								
	6321	150mm WM on Maryvale Ct from Mountainside Dr. to Mountainside Dr. (BUR) (RR)	480					70		410			
	6323	150mm WM on Lani Cr. from Letita Ct. to End (BUR)	420								61		359
	6326	150mm WM on Green Meadow Dr. from Heather Hills Dr. to Heather Hills Dr. (BUR) (RR)	524		524								
	6327	150mm WM on Valanna Crescent from Goodram Drive to End 150mm WM on Valanna Drive from Goodram Drive to Valanna Crescent (BUR) (RR)	896	131	765								
	6328	150mm WM on Turner Dr. from Bennett Rd. to Longmoor Dr. (BUR)	781		114		667						
	6329	200mm WM on Sinclair Cl. from Alconbury Cr. to Millway Dr. (BUR) (RR)	805	118	687								



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT				2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)									
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-3100	6337	300mm WM on Ester Dr. from Brant St. to Janina Blvd. (BUR) (RR) (WWM)	1,448		1,448								
	6341	150mm WM on Rusholme Cr. from Bentworth Dr. to Palmer Dr. (BUR)	600								87	513	
PR-3099	6342	200mm WM on Beaufort Dr. from Somerset Dr. to 175m West of Somerset Dr. (BUR)	267			267							
	6351	150mm WM on Hereford Cr. from Sandringham Dr. to Mountain Grove Ave. (BUR)	641			94		547					
PR-3028	6355	300mm WM on Morris Dr. from Harvester Rd. to End (BUR) (RR)	602	602									
	659	150mm WM on First St. from Guelph Line to Rossmore Blvd. (BUR)	572							83	489		
	6746	300mm WM on Longmoor Dr from North Of hydro Corridor to 114 meters south 150mm,200mm WM on Longmoor Dr from 114 meters south of Hydro Corridor to Appleby Line (BUR) (RR)	2,046	299	1,747								
PR-2867B	6774	300 mm and 400 mm WM Replacements at intersection of Harvester Road and Appleby Line (BUR) (RR)	162		162								
PR-3100	6859	150mm WM on Janina Boulevard from Ester Drive to Humphreys Crescent (north-end) and Install Pressure Reducing & Check Valve (BUR) (WWM) (RR)	337		337								
PR-2952	6923	400mm WM on Appleby Line from Mainway to North Service Road (BUR) (RR)	750	750									
	6927	400mm WM on Appleby Line from Paletta Ct to Fairview St (BUR) (RR)	992						145	847			
PR-2946B	6946	300mm WM on Waterdown Road from Mountainbrow Rd to Waterdown BS (BUR) (RR)	2,054			2,054							



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-3098	6951	400mm WM on South Service Road from Paletta Ct to 875m West 400mm WM on Paletta Ct from South Service Road to East End (BUR) (RR)	2,254	2,254									
	6952	200mm WM on Daryl Dr from Cullum Ct to North Shore Blvd 150mm WM on Barrymore Ct from Daryl Dr to End (BUR) (RR)	97										97
	6956	150mm WM on Grove Park Drive from Bedford Ave to White Oak Dr 150mm WM on Dalewood Ave from Old Orchard Park to Grove Park Dr (BUR)	592									87	505
	6957	150mm WM on Marley Crescent from Francis Rd to Francis Rd (BUR) (RR)	802									117	685
PR-2896B	7025	Brant Street Pump Station Upgrades/Replacement (BUR)	2,400					2,400					
PR-3029	7027	300mm WM on Glenwood School Drive from Guelph Line to Queensway Drive, 400mm WM on Harvester Road from Guelph Line to South Service Road/Laurentian Drive (BUR) (RR)	966		966								
PR-2871C	7029	300mm WM on James Street from Martha St to Elizabeth St (BUR) (RR)	711		104	607							
PR-3099	7034	200mm WM on Majestic Drive from Palmer Drive to Centennial Drive (BUR)	630		630								
PR-3100	7038	150mm WM on Janina Blvd from Humprey's Cres (North) to End (BUR) (RR)	958		958								
	7047	150mm WM on Exeter Crescent from Mountain Grove Ave to Ireland Dr (BUR)	538		79		459						
	7048	150mm WM on Tuck Drive from Spruce Avenue to Cosburn Crescent (BUR) (RR)	895	131	764								



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7049	300mm WM on Harold Road from West End to 10m East of Pettit Road (BUR)	174							26	148		
	7050	Replacement of existing chlorine solution and sample lines at Burlington WPP (BUR)	600	600									
	7056	150mm WM on Gallagher Road from Plains Road East to End (BUR)	609									89	520
	7096	300mm WM on Belvenia Rd from New Str to Longmoor Dr (BUR)	1,301		190		1,111						
	7101	300mm WM on South Service Road from Century Dr to Syscon Rd (BUR) (RR)	1,084		167		917						
	7104	300mm WM on Palmer Drive from Guelph Line to Centennial Dr (BUR) (RR)	1,669			244		1,425					
	7106	150mm WM on Autumnhill Cres from Snowhill Ct to Driftwood Dr., 150mm WM on Driftwood Dr from Autumnhill Cres to Hemlock Ct (BUR) (RR)	729	115	614								
	7109	200mm WM on Riverside Drive from Sheldon Park to Mullin Way (BUR) (RR)	873	128	745								
	7110	200mm WM on Cindy Lane from Mullin Way to Cape Ave., 200mm WM on Cape Ave from Cindy Lane to Mullin Way, 200mm WM on Joel Ave from Ardleigh Cres to Cape Ave. (BUR) (WWM) (RR)	1,626	237	1,389								
	7111	300mm WM on Coldstream Drive from Duncaster Dr to Middlesmoor Dr (BUR) (RR)	1,095	160		935							
	7119	150mm,300mm WM on Mount Forest Drive /Tavistock Drive from Tait Ave to Guelph Line (BUR) (RR)	1,203		176		1,027						



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-3058	7120	300mm WM on Newlands Cres from Palmer Dr to Palmer Dr., 150mm WM on Epping Rd from Newlands Cres to Newlands Cres (BUR) (RR)	1,948			284		1,664					
	7126	450mm WM on North Service Road from Brant Street to West of Kerns Road (BUR)	1,521				222	1,299					
	7129	300mm WM on Monmouth Drive from Havendale Blvd. to Mansfield Dr. (east leg) (BUR)	891			130		761					
	7133	150mm WM on Empress Cres from Sutherland Cres. to Sutherland Cres. (BUR)	560								84	476	
	7134	150mm WM on Cherrywood Drive from Greenwood Dr. to Vanderburgh Dr. (BUR) (RR)	943	138	805								
	7136	300mm WM on Bromley Road from Kenwood Ave to Hammersmith Ct. (BUR)	327				50	277					
	7188	250mm WM on Havendale Blvd. from Rosseau Pl. to End (North) (BUR)	588			588							
	7202	Burlington WPP - Filter Building Structural Upgrades (BUR)	32,000			1,000		15,500				15,500	
	7206	150mm WM on Mary St/Maplehurst Ave from Enfield Dr to Joan Dr, 150mm WM on Dorset Ave from Dorchester to Maplehurst Ave, 150mm WM on Springbank Cres from Dorset Ave to Dorset Ave, 150mm WM on Conrad Ct from Dorset Ave to End, 150mm WM on Dover Ct from	2,609						381	2,228			
	PR-3060	7207	Burlington WPP - PLC Replacements (BUR)	2,950					2,950				
PR-3100	7214	150mm,200mm WM on Maple Avenue from north of Hammond Street to Lakeshore Road (BUR) (WWM)(RR)	2,479	362	2,117								
	7325	150mm WM on Humphreys Crescent from Janina Boulevard to Janina Boulevard (BUR) (RR) (WWM)	583		583								



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT				2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)									
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7331	Burlington WPP - Replacement of Ozone Generators (2) (BUR)	3,915		350		3,565						
	7399	300mm WM on Truman Street from Churchill Avenue to north End and Abandon easement north of Churchill Avenue (BUR)	296	60	236								
	7405	Second Feed on Tyandaga Park from Kerns Road to Easement (BUR) (RR)	527		77		450						
	7406	300mm WM on Harvester Road from Appleby Line to South Service Road westerly (BUR)	1,344	222	1,122								
	7408	300mm WM on Rexway Drive from Cumberland Avenue to Woodview Road (BUR) (RR) (WWM)	863	126		737							
	7409	200mm WM on Ontario Street from Maple Avenue to Brock Avenue (BUR) (RR)	381	50	331								
	7410	300mm WM on Tyandaga Park from Frontenac Place to Brant Street (BUR) (RR)	1,544		218		1,326						
	7441	Burlington Water Purification Plant Exterior Metal Siding Cladding (BUR)	150			150							
	7442	Burlington Water Purification Plant - Filters 8, 9, 10, 11 & Clearwell #1 and #2 repair (BUR)	250	250									
	7443	Burlington Water Purification Plant - Replacement of Highlift and Clearwell Isolation Gates (BUR)	431	431									
	7444	Burlington Water Purification Plant - Replacement of Large Diameter Valves in Valve Chamber (BUR)	835	835									
	7446	Burlington WPP High Lift and Low Lift Pump Station Upgrades (BUR)	9,000	1,000		8,000							



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7458	150mm WM on Jennifer Crescent from Ronald Drive to Manfred Drive (BUR) (RR)	480	70			410						
	7462	300mm WM on Waterdown Road from Waterdown Booster Station to 50m south of Craven Avenue (BUR) (RR)	742	117		625							
	7471	300mm WM on Prospect Street and Guelph Line Intersection (BUR)	290	50		240							
	7475	300mm WM on Lakeshore Road from Elizabeth Street to Martha Street (BUR) (RR)	599	88		511							
	7558	CONSTRUCTION - 200,300 mm WM on John Street from Caroline Street to 30 m south of James Street (ID 6410, 6171) (BUR)	656		656								
	7562	CONSTRUCTION - 150mm WM on Wicklow Road from Limerick Road to 40m south of Belfast Street (ID 6274) (BUR) (RR)	683			683							
PR-2808B	6079	300mm WM on School Lane from Main St. to End (HHACT)	295	295									
PR-2808	6248	150mm WM on Peel St. from Wellington St. to Churchill Rd. (HHACT)	800		800								
	6261	300mm WM on Commerce Cr. from Wallace St. to End (HHACT)	1,380					202	1,178				
	6343	150mm WM on Rosemary Rd. from George St. to Norman Ave. (HHACT)	882			129		753					
	7057	150mm WM on Acton Blvd from Mill Street East to Macdonald Blvd (HHACT)	932			136		796					
	7103	300mm WM on Third Line from McDonald Blvd to Acton Reservoir (HHACT) (RR)	3,398		496		2,902						



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-3091	7281	200mm WM on McDonald Boulevard from 30m west of Wallace Street to End (HHACT)	371	371									
	4575	300mm WM on Mary St from Cleavenholm Dr to Princess Anne Dr, 300mm WM on Cleavenholm Dr from Mary St to Easement, 300mm WM on Easement from Carruthers Rd to Cleavenholm Dr (HHGEO)	925									112	813
	4581	300mm WM on Rosetta St from River Dr to CNR, 300mm WM on Elgin St from CNR to King St (HHGEO)	460								46	414	
	6001	150mm WM on Marilyn Cr. from Torino Gt. to Torino Gt (HHGEO)	1,120		164		956						
	6070	200mm WM on Pennington Cr. from Mountainview Rd. to End (HHGEO)	1,083				158		925				
PR-3082	6080	200mm WM on Joycelyn Cr. from Hyland Ave. to Moore Park Cr. (HHGEO)	1,208		1,208								
PR-3082	6086	200mm WM on Eleanor Cr. from Moore Park Cr. to End (HHGEO)	739		739								
	6092	300mm WM on Delrex Blvd. from Mountainview Rd. to Chelvin Dr. (HHGEO)	2,462		359		2,103						
PR-3082	6099	150mm WM on Hyland Ave from Highway 7 to Joycelyn Cr. (HHGEO)	306		306								
	6313	150mm WM on Faludon Cr. from Delrex Blvd. to Delrex Blvd. (HHGEO)	1,132			165		967					
	6316	200mm WM on Prince Charles Dr. from Windsor Road to Delrex Blvd (HHGEO)	1,743		254		1,489						
	6324	150mm WM on Duncan Dr. from Moultrely Cr. (north-end) to Weber Dr. (HHGEO) (RR)	725	106	619								



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)											
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-3034	6339	300mm WM on Sargent Rd. from Mountainview Rd. to End (HHGEO)	1,487				217	1,270					
	7055	150mm WM on Campbell Gate from Prince Charles Drive to Mountainview Road South (HHGEO) (WWM)	352		52		300						
	7135	150mm WM on Gray Gate from Sargent Road to Prince Charles Drive (HHGEO)	144			50		94					
	7157	300mm WM on Armstrong Avenue from Sinclair Rd. to 680m West (HHGEO) (RR)	1,284	1,284									
	7173	150mm WM on Ontario Street from Wildwood Rd. to Ann St. (HHGEO)	341				50	291					
PR-3082	7191	200mm WM on Delrex Boulevard from Mountainview Rd S to Sargent Rd (HHGEO)	1,827						267	1,560			
	7211	150mm WM on Arletta Street from Ewing Street to north End (HHGEO) (WWM)	342		342								
	7449	Upgrades to Cedarvale WellHouses 1A, 3A and 4/4A (HHGEO)	275	55		220							
	7461	150mm WM on Uplands Court from Hyland Avenue to End (HHGEO)	265	100	165								
	7482	150mm WM on Easement from Highway 7 to South of 22 Side Road (HHGEO)	550	150	400								
PR-2907	6199	300mm WM on McGeachie Drive from Harrop Drive to End (MIL) (RR) (WWM)	400		400								
PR-2907	6250	300mm WM on Harrop Dr. from Steeles Avenue to Highway 401 (MIL)	600		600								
	6268	150mm WM on Elliot Cr. from Joyce Blvd. to 664 Elliot Cr. (MIL)	298					44	254				



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT				2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)									
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-2993	6798	300mm WM on Main Street from Bronte Street to James Street (MIL) (WWM) (RR)	597	597									
	7167	Reconstruction of Milton (M5-G) Reservoir Driveway (MIL)	100		100								
	7174	150mm WM on Vanier Dr. from Laurier Ave. to Meadowbrook Dr. (MIL)	510								75	435	
	7262	300mm WM on Ontario Street South from Parkway Drive East to Laurier Avenue (MIL)	1,036	151	885								
	7472	Relining of Walkers Line Well Feedermain with 150mm pipe from West Appleby Line to Surge Tank (Zone M5L) (MIL)	986	144	842								
	7480	400mm WM on Bronte Street from 500m north of Main Street to Steeles Avenue (MIL) (RR)	1,947	332	1,615								
	4562	300mm WM on Allan St from Pine Av to Easement North of Cornwall Rd (OAK)	102			15	87						
	4567	300mm WM on Shepherd Rd from Kerr St to Speers Rd (OAK) (RR)	388			57		331					
	5556	150mm WM on West St from Riverview St. to Victoria St. , and 150mm WM on Victoria St. from West St. to Mississaga St. (OAK)	611		89	522							
PR-3122	5663	300mm WM on Iroquois Shore Rd from Trafalgar Rd. to Eighth Line and intersection realignment (OAK) (RR)	750		750								
PR-2983	6002	150mm WM on Saxon Rd. from Swan Dr. to Seabrook Dr. (OAK)	922		922								
	6090	200mm WM on Acton Cr. from Constance Dr. to Wedgewood Dr. (OAK)	307			50		257					



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-2983	6095	200mm WM on Seabrook Dr. from Saxon Rd. to Swan Drive 200mm WM on Swan Drive from Seabrook Drive to Saxon Road, 200mm WM on Seaton from Bridge Rd to Seabrook Dr, 200mm WM on Saxon from Trafford Cres to Saxon Rd. (OAK)	1,576		1,576								
	6096	200mm WM on Forest Glade Rd. from Grand Blvd. to End (OAK)	404		59		345						
	6098	150mm WM on Ash Rd. from Amber Rd. to Devon Rd. (OAK)	192			50		142					
PR-3106	6122	200mm WM on Birch Hill Lane from 330m South of Lakeshore Road to End (OAK) (WWM)	391	391									
	6125	200mm WM on Cedar Grove Boulevard from Chartwell Road to End (OAK)	468				68		400				
	6126	200mm WM on Donessle Drive from Esselmont Avenue to End 200mm WM on Esselmont Avenue from Donessle Drive to Chartwell Road (OAK)	490			72		418					
	6131	200mm WM on Stills Lane from Devon Road to End (OAK)	321			50		271					
	6134	200mm WM on Wood Place from Tower Drive to End (OAK)	259				50		209				
PR-3005	6232	300mm WM on Normandy Place from Kerr Street to End (OAK)	840		840								
	6269	150mm WM on Devon Rd. from Donnybrook Rd. to Brookmille Rd. (OAK)	403		59		344						
	6276	150mm WM on Holton Heights Dr. from Hillview Cr. to Falgarwood Dr. (OAK)	1,017		149		868						
PR-2838	6282	300mm WM on North Service Rd. from 350 m East of Iroquois Shore Rd. to 200 m West of Invicta Dr. (OAK) (RR)	655		655								



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT			2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)										
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-3052	6299	150mm WM on Oxford Ave. from Oakdale Dr. to Culham St (OAK) (RR)	422	422									
	6301	150mm WM on Selgrove Cr. from Woodhaven Park Dr. to Woodhaven Park Dr. (OAK) (WWM)	539		79	460							
	6317	300mm WM on Lakeshore Rd. East from Caulder Dr. to Cox Dr. (OAK)	560									82	478
PR-3122	6319	300mm WM on Leighland Ave. from Trafalgar Rd. to Sixth Line (OAK)	1,313		1,313								
	6332	150mm WM on Amber Cr. from Drummond Rd. to Wedgewood Dr. (OAK)	739				108		631				
PR-3005	6333	200mm WM on John St. from Brock St. to Forsythe St. (OAK) (WWM)	1,381		1,381								
	6336	150mm WM on Stanfield Dr. from Bridge Rd. to Rebecca St. (OAK)	899				131		768				
	6338	200mm WM on Poplar Dr. from Lavender Lane to End (OAK)	995					145	850				
	6349	150mm on Lakeview Dr. from Falgarwood Dr. to Falgarwood Dr. (OAK)	1,166			140		1,026					
PR-2945	6924	300mm WM on Trafalgar Road from Leighland Ave to Upper Middle Rd (OAK) (RR)	2,138	2,138									
PR-2945B	6925	300mm WM on Trafalgar Road from Upper Middle Rd to Riverstone Drive (OAK) (RR)	1,052	1,052									
	7024	300mm WM on Lakeshore Road West from Solingate Dr to 80 m East of East St (OAK) (RR)	607			89	518						
PR-2838	7032	300mm WM on Invicta Drive from North Service Road East to 1140 North Service Rd (OAK) (RR)	304		304								



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-3010	7033	200mm WM on Ennisclaire Drive from Lakeshore Road E to Lakeshore Road E (OAK)	1,211		177		1,034						
	7041	150mm WM on Lees Lane from Summerlea St to Pine Grove Rd (OAK) (WWM)	1,619		245	1,374							
	7044	150mm WM on Oakhill Drive from Maple Grove Dr. to Dolphin Ct., 150mm WM on Albion Ave from Oakhill Dr. to 240m North (OAK)	867			127	740						
	7075	200m, 300mm WM from Oakville W.P.P., both branches from Plant to Wilson Street (OAK)	150			22	128						
	7079	150mm WM on Churchill Ave from Leighland Ave to North Service Road (OAK) (WWM)	462	68	394								
	7099	300mm WM on Speers Road from Kerr St to 150m East (OAK)	361	53	308								
	7100	150mm WM on Weaver Ave from Wedgewood Dr to End (OAK)	245			50		195					
	7105	300mm WM on Mississauga Street from Rebecca St to Lakeshore Road W (OAK)	1,781		260		1,521						
	7107	150mm WM on Howard Ave from Carson Lane to Esplande Drive (OAK) (WWM)	402		59		343						
	7127	150mm WM on Glenforest Cres. from Pinehurst Dr. to Pinehurst Dr. (OAK)	572										572
	7137	300mm WM on Rimmington Drive from Munn's Ave to End (OAK)	606			119		487					
	7140	Replacement of existing chlorine solution and sample lines at Oakville WPP (OAK)	600	600									



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-3083	7176	150mm WM on Grand Boulevard from Eighth Line to Holton Heights, 150mm WM on Hillview Crescent from Holton Heights to Holton Heights (OAK)	1,238		181		1,057						
	7177	150mm WM on Forestwood Drive from Lavendar Ln. to Poplar Dr., 150mm WM on Rosemary Ct. from Forestwood Dr. to End (OAK)	674					99	575				
	7178	150mm WM on Bomorda Drive from Leighland Ave. to Germorda Dr. (OAK)	483	71	412								
	7287	300mm WM on Trafalgar Road from Cross Avenue to Argus Road (OAK) (RR) (WWM)	306	306									
	7397	150mm WM on Secord Avenue from Sherin Drive to Sandhurst Drive (OAK) (WWM)	550			550							
	7400	SCADA controlled, Actuated Valve and Chamber on 600mm WM on Rebecca Street west of Bronte Road (OAK)	130	50	80								
	7407	300mm WM on Lakeshore Road from Navy Street to Allan Road (OAK) (RR) (WWM)	1,954	285		1,669							
	7415	150mm WM on Southland Crescent from Stanfield Drive to Stanfield Drive (OAK)	733			107		626					
	7448	Oakville WPP - Clear Well Upgrades and Pump Replacements (OAK)	350		350								
	7451	Oakville WPP - Floor Slab Replacement in old High Lift Building (OAK)	100	100									
	7456	Burloak WPP - Replace Zebra Mussel Chlorination and Sampling Lines (Intake) (OAK)	3,000				3,000						
	3518	Watermain System Services Upgrades and Replacements (REG)	234,826				9,526	20,556	64,162	79,649	57,858	3,075	



CAPITAL BUDGET

WATER-CAPITAL

2017

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT				2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)									
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	6889	Vehicle Replacements (Existing)- Water (REG)	6,603	371	564	742	442	532	1,406	885	312	556	793
	7315	Regional Environmental Laboratory - Ion Chromatograph - W (REG)	120	120									
	7465	Pulse Meter Replacement (REG)	3,281	3,281									
	7467	Large Water Meters Replacement (REG)	1,323	633	350	340							
		Sub-total	462,226	27,088	43,270	31,380	33,868	52,203	35,453	71,176	97,162	63,901	6,725
		Total Required Financing	619,508	30,713	49,551	40,925	39,159	55,426	62,073	86,238	103,322	77,539	74,562



HALTON REGION

Budget and Business Plan **2017**

Water Development

CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2017 WATER SYSTEM PROJECT LISTING 2017 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
Expansion Activities										
	6721	300mm WM on Ontario Street South from Main Street East to Parkway Drive East (MIL)	416			316		100		
	6722	300mm WM on Woodward Avenue between Martin Street and Ontario Street North (MIL)	410			312		98		
		Sub-total	826			628		198		
Non-Infrastructure Solutions										
	7510	Water Distribution System Analysis (REG)	111			83		28		
	7511	Water Supply Capacity Annual Monitoring Report (REG)	51			38		13		
		Sub-total	162			121		41		
		Total	988			749		239		
Summary										
		Expansion Activities	826			628		198		
		Non-Infrastructure Solutions	162			121		41		
		Grand Total	988			749		239		



CAPITAL BUDGET

WATER-CAPITAL

2017

BUDGET & BUSINESS PLAN

DEVELOPMENT		2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Disposal Activities													
	7496	Decommissioning of Burnhamthorpe Water Tower. (OAK)	1,001								201		800
		Sub-total	1,001								201		800
Expansion Activities													
PR-2695	5850	1050mm WM on Upper Middle Road from Burloak Drive to Appleby Line (Zone B2) (Construction) (BUR)	10,283									10,283	
	5881	400 mm WM from Waterdown pumping station along North Service Rd to King Rd (Zone B2) (BUR)	7,055								1,411		5,644
PR-2727B	6367	Burloak Pumping Station Phase 1, 60 ML/d (Zone B2) - Construction (BUR)	13,694									13,694	
	6602	7.5 ML storage expansion at Waterdown Reservoir (existing site) (Zone B1A) (BUR)	8,305									1,661	6,644
	6704	200mm WM on Brock Ave from Elgin Street to Lakeshore Rd (BUR)	454				91			363			
	6705	200mm WM on Regina Drive from Maple Avenue to Ecole Renaissance Schoolyard (BUR)	377				75			302			
	6708	300mm WM on Elizabeth Street from James Street to approximately 95 m north (BUR)	192								38		154
	6709	300mm WM on Plains Rd East from north of Grandview Rd to twinned section on Plains (BUR)	2,460		492	1,968							
	6711	300mm WM on Birchwood Avenue from Plains Rd East southwards towards Fairwood Place East (BUR)	22										22
	6712	300mm WM on Gallagher Rd from Plains Rd East to 160 m Northerly (BUR)	51										51



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2017-2026 WATER FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	6713	300mm WM on Downsview Rd from Plains Rd East to Dowland Crescent (BUR)	48										48
	6714	300mm WM on Brant from Fairview St to 180 m northerly (BUR)	405				81		324				
	6715	300mm WM on Woodview Rd from Fairview St to 100 m Northerly (BUR)	231				46		185				
	6716	200mm WM on from end of Commerce Crt north to Fairview St (BUR)	370				74		296				
	6717	300mm WM on Fairview St from Appleby Line to Taylor Crescent (BUR)	1,000				200		800				
	6863	Waterdown Road Pumping Station Expansion (Zones B2, B3A & B5A) (BUR)	5,629							1,126			4,503
	7014	400 mm WM from Waterdown Reservoir Pumping Station to new North Aldershot Reservoir (Zone B3A) (BUR)	487										487
	7570	4.5 ML North Aldershot in ground Reservoir (Zone B3B) (BUR)	5,623							200	1,085		4,338
	6597	300mm WM on RR 25 from No. 32 Siderd to 640 m north of Wallace St. (Zone A9G) (HHACT) from (HHACT)	1,430							286			1,144
	6600	300 mm WM on No. 32 Siderd from RR 25 to 3rd Line Reservoir (Zone A9G) (HHACT) (HHACT)	1,333							267			1,066
	6603	400mm WM on 8th Line from 10th Siderd to existing 400mm (Zone G6L) (HHGEO)	2,324			361	1,963						
	6608	750mm WM on Trafalgar from 15th Siderd to 22nd Siderd Lake Based Reservoir (Zone G6L) (HHGEO)	16,339			2,533	13,806						
	6609	400mm WM on 17th Siderd from Trafalgar Rd to Main St (Zone G6L) (HHGEO)	2,504			388	2,116						



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2017-2026 WATER FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	6611	600mm WM on No 10 Siderd from 8th Line to 9th Line (Zone G6L) (HHGEO)	3,951		612	3,339							
	6612	600mm WM on No 10 Siderd from 9th Line to 10th Line (Zone G6L) (HHGEO)	4,459		691	3,768							
	6654	750mm WM on on Trafalgar Rd from 10th Siderd to approximately 1,700 m north of 10th Siderd (Zone G6L) (HHGEO)	5,423		840		4,583						
	6655	750mm WM on Trafalgar from 1,700 m north of 10th Siderd to 15th Siderd (Zone G6L) (HHGEO)	4,861		753		4,108						
	6694	10 ML Zone G6L Storage at 22nd Siderd (HHGEO)	11,660							2,332		9,328	
	6697	15 ML storage expansion at Zone M4 Reservoir (TWL=250m) (HHGEO)	16,609								3,322		13,287
	6735	300 mm replacement on Guelph St between Mountainview Rd North and Sinclair Ave (HHGEO)	1,955		391		1,564						
	7499	2 system PRV's on Mountain View and Eighth Line at the creek (Georgetown Lakebased Transfer Implementation) (Construction) (HHGEO)	345		69		276						
	7506	750mm WM on Trafalgar Rd from Zone 4 Reservoir to No 10 Siderd (Zone G6L) - Construction (HHGEO)	5,639		5,639								
	7507	600mm WM on 10th Siderd from Trafalgar Rd to 8th Line (Zone G6L) - Construction (HHGEO)	3,676		3,676								
	7508	20 ML/d Zone G6L Pumping Station at Zone 4 Reservoir - Construction (HHGEO)	4,880		4,880								
	6641	400 mm WM on Hornby Rd from Steeles Ave to Trafalgar Rd (Zone 250) (HHS)	2,368							474		1,894	



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	6642	400 mm WM in the 401 growth corridor north of Steeles from Hornby Rd to Trafalgar Rd (Zone 250) (HHS)	1,810								362		1,448
	6643	400 mm WM in the 401 growth corridor north of Steeles from Trafalgar Rd to approximately 400m east of 8th Line (Zone 250) (HHS)	2,640								528		2,112
	6644	400mm WM in the 401 growth corridor north of Steeles from to approximately 300 m north (Zone 250) (HHS)	1,141								228		913
	6318	300mm WM on No 14 Siderd from Tremaine Rd. to Milton Reservoir (Zone M5G) (MIL)	1,799		279	1,520							
	6616	400mm WM on Thompson Rd South from Britannia Rd to approx. 1,211 south (Zone M4) (MIL)	1,746									349	1,397
	6617	400mm WM on new roadway south of Britannia Rd from Thompson Rd South to 4th Line (Zone M4) (MIL)	2,278									456	1,822
	6618	400mm WM on new roadway south of Britannia Rd from 4th Line to 5th Line (Zone M4) (MIL)	2,314								463		1,851
	6619	400mm WM on new roadway south of Britannia Rd from 5th Line to 6th Line (Zone M4) (MIL)	1,559								312		1,247
	6620	400mm WM on 6th Line from Britannia Rd to 600 m south (Zone M4) (MIL)	1,078								216		862
	6621	400mm WM on 6th Line from Britannia Rd to future Louis St. Laurent Blvd. (Zone M4) (MIL)	2,763								553		2,210
	6622	400mm WM on 6th Line from Derry Rd to future Louis St. Laurent Blvd. (Zone M4) (MIL)	3,328								666		2,662
	6623	400mm WM on 5th Line from Britannia Rd to future Louis St. Lauren Blvd. (Zone M4) (MIL)	2,034								407		1,627



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT														
2017-2026 WATER FORECAST														
PROJECT FORECAST LISTING 2017 (000 DOLLARS)														
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
	6624	400mm WM on 4th Line from Britannia Rd to 650 m south (Zone M4) (MIL)	724									145		579
	6625	400mm WM on Lower Base Line (East) from 4th Line to 5th Line (Zone M4) (MIL)	2,714									543		2,171
	6626	400mm WM on 5th Line from Britannia Rd to 650 m south (Zone M4) (MIL)	736									147		589
	6627	400mm WM on 4th Line from 650 m south of Britannia Rd to Lower Base Line (West) (Zone M4) (MIL)	2,322									464		1,858
	6628	400mm WM on 5th Line from 650 m south of Britannia Rd to Lower Base Line (West) (Zone M4) (MIL)	3,081									616		2,465
	6629	600mm WM on Louis St. Laurent Ave from 5th Line to 6th Line (Zone M4) (MIL)	2,651									530		2,121
	6630	600mm WM on Louis St. Laurent Ave from 6th Line to Trafalgar Rd (Zone M4) (MIL)	4,358									872		3,486
	6631	400mm WM on Louis St. Laurent Ave from Trafalgar Rd to 8th Line (Zone M4) (MIL)	2,725									545		2,180
	6632	400mm WM on Britannia Rd from Trafalgar Rd to 600 m east (Zone M4) (MIL)	1,071									214		857
	6633	400mm WM on Britannia Rd from 600 m east of Trafalgar Rd to 8th Line (Zone M4) (MIL)	1,167									233		934
	6634	400mm WM on new Milton Rd from Trafalgar Rd to approximately 700 m east (Zone M4) (MIL)	1,571									314		1,257
	6635	400mm WM on 8th Line from Derry Rd. to future Louis St. Laurent Blvd (Zone M4) (MIL)	2,947									589		2,358
	6636	400mm WM on 8th Line from Britannia Rd to future Louis St. Laurent Blvd (Zone M4) (MIL)	2,338									468		1,870



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)												
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
	6637	400mm WM on new roadway from Britannia Rd to approx. 1,200 m south (Zone M4) (MIL)	1,679									336		1,343
	6638	400mm WM on Derry Rd from Trafalgar Rd to 8th Line (Zone M4) (MIL)	1,528									306		1,222
	6649	400mm WM on Esquesing Line from James Snow Parkway to approximately 800 m north (Zone 267) (MIL)	1,270									254		1,016
	6650	400mm WM on new roadway from Esquesing Line to approximately 360 m west of Boston Church Rd (Zone 267) (MIL)	3,443									689		2,754
	6652	400mm WM on new roadway from 400 m west of Third Line to No 5 Siderd (Zone 267) (MIL)	1,177									235		942
	6653	400mm WM on No 5 Siderd from approximately 400 m west of 3rd Line to 3rd Line (Zone 267) (MIL)	465									93		372
	6657	400mm WM on Tremaine Rd from Britannia Rd to 2,200 m south of Britannia Rd (Zone 223.5) (MIL)	3,632									726		2,906
	6659	400mm WM on new road alignment from Tremaine Rd to approximately 360 m west (Zone 223.5) (MIL)	93										93	
	6721	300mm WM on Ontario Street South from Main Street East to Parkway Drive East (MIL)	2,082	416	1,666									
	6722	300mm WM on Woodward Avenue between Martin Street and Ontario Street North (MIL)	1,776	410	1,366									
	6723	400mm WM on Bronte St between Main Street West and Barton Street (MIL)	242										242	
	6724	300mm WM on Main Street East between James Street and Martin Street (MIL)	115											115



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)												
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
	6725	300mm WM on Laurier Avenue between Bronte Street and Commercial Street (MIL)	487										487	
	7498	Lake Based Servicing transfer of Derry Rd/R.R. 25 area (MIL)	280				56			224				
	7500	Milton West Looping - 400mm WM on Derry Rd from Santa Maria Blvd. to Bronte St South, and a 400 mm WM on Main St West from Scott Blvd. to Tremaine Road. (MIL)	3,737		579		3,158							
	7504	1200mm WM on Britannia Rd from 4th Line to RR 25 (Zone M4) - Construction (MIL)	25,000		25,000									
	7513	4th Line Pumping Station alterations to support Zone 3/4/5 Boundary Re-alignment (MIL)	1,885		378		1,507							
PR-3067	3713	400mm WM on Burnhamthorpe Rd from Trafalgar Rd to new North Oakville road (Zone O4) (Design) (OAK)	468		468									
	4983	400mm WM on new North Oakville road from Burnhamthorpe Rd to Dundas St (Zone O4) (Design) (OAK)	635		635									
PR-2894	5627	600mm WM through North Oakville Lands from Tremaine Rd to Bronte Rd (Zone O3) (OAK)	7,739								1,548		6,191	
PR-2894	5853	600mm WM on Tremaine Rd from Dundas St to approximately 950 m north (North Oakville Lands) (Zone O3) (OAK)	1,422							284		1,138		
PR2581B	5951	Design of Burloak WPP Phase 2 Expansion from 55 to 165ML/d (OAK)	11,975							11,975				
PR-2695B	6368	1050 mm WM on Burloak Dr from the QEW to Upper Middle Rd (Zone B2) - Construction (OAK)	9,767										9,767	
PR-2581C	6372	Construction of Burloak WPP Phase 2 Expansion from 55 to 165ML/d (OAK)	130,601								130,601			



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-3067	6443	400mm WM on Burnhamthorpe Rd from Trafalgar Rd to new North Oakville road (Zone O4) (Construction) (OAK)	2,547				2,547						
PR-3067	6444	400mm WM from Burnhamthorpe Rd to Dundas St on new North Oakville road (Zone O4) (Construction) (OAK)	3,461				3,461						
	6662	600mm WM on Wycroft Rd from Burloak Dr to the 900mm WM on the SE corner of the 3rd Line and QEW (OAK)	16,341								3,268		13,073
PR-3120	6684	Construction of Oakville WPP Re-rating from 109 to 130 ML/d (OAK)	10,000		10,000								
	6701	Kitchen Zone O3 Pumping Station expansion by 80 ML/d (OAK)	2,566										2,566
	6702	40 ML/d Expansion at the Neyagawa Pumping Station (OAK)	7,200								1,440		5,760
	6726	300mm WM on Sovereign St between Bronte Rd and East St (OAK)	2,097		419		1,678						
	6728	300mm WM on Cowan Ave between Kerr St and Inglewood Drive (OAK)	131										131
	6729	300mm WM on Deane Ave between Kerr St and Felan Ave (OAK)	210										210
	6731	300mm WM on Forsythe St between Rebecca St and Burnet St (OAK)	123										123
PR-2388B	7284	400mm WM and valve chamber to be constructed on Neyagawa Blvd. (RR 4) (OAK)	223		223								
PR-2263B	7357	400mm WM on Sixth Line from the proposed William Halton Parkway (RR 40) to southward approximately 300m (OAK)	270		270								



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2017-2026 WATER FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-2502C	7497	400mm WM on Sixth Line from approximately 300m southward of William Halton Parkway (RR 40) to Burnhamthorpe Rd (OAK)	642		642								
	7501	400mm WM on new North Oakville Rd west of Neyagawa Blvd. (OAK)	3,000			600		2,400					
	7503	300 mm WM on Sixth Line from Hays Blvd to River Glen Blvd. Project required to support Zone 3/4/5 Boundary Re-alignment (OAK)	151		31		120						
	7505	1050mm WM on Burloak Dr from Burloak Pumping Station to the QEW - Construction (OAK)	6,690								6,690		
	7509	Neyagawa Pumping Station alterations to support Zone 3/4/5 Boundary Re-alignment (100 MLD) (OAK)	7,468		1,494		5,974						
	7514	8th Line Zone 4 Pumping Station alterations to support Zone 3/4/5 Boundary Re-alignment (OAK)	4,500		900		3,600						
	6685	Bulk Water Stations on Existing Sites (REG)	1,998			399		1,599					
	7515	System PRV implementation to support Zone 3/4/5 Boundary Re-alignment (REG)	8,000		1,600		6,400						
		Sub-total	488,453	826	63,993	14,876	57,484	3,999	14,753	142,018	61,472	46,629	82,403
Non-Infrastructure Solutions													
	7502	Halton Water Master Plan (REG)	1,151		351					800			
	7510	Water Distribution System Analysis (REG)	1,110	111	111	111	111	111	111	111	111	111	111
	7511	Water Supply Capacity Annual Monitoring Report (REG)	510	51	51	51	51	51	51	51	51	51	51
	7512	System Wide Transient Analysis Modelling Study (REG)	500		500								



CAPITAL BUDGET

2017

WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2017-2026 WATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
		Sub-total	3,271	162	1,013	162	162	162	162	962	162	162	162
		Total Required Financing	492,725	988	65,006	15,038	57,646	4,161	14,915	143,181	61,634	47,591	82,565



HALTON REGION

Budget and Business Plan **2017**

Wastewater Non-Development

CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017 WASTEWATER SYSTEM PROJECT LISTING 2017 (000 DOLLARS)					REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
Expansion Activities										
	7450	Installation of two (2) 600mm Forcemains across Sixteen Mile Creek for the Milton WWTP, Fulton SPS (MIL)	400				400			
	7008	Vehicle - New - Wastewater (REG)	54				54			
		Sub-total	454				454			
Non-Infrastructure Solutions										
	7384	Silver Creek Impact Assessment Study (HHGEO)	250				250			
	7447	Investigation into Georgetown WWTP Underground Infrastructure (HHGEO)	250				250			
	7426	Capital Needs Assessments for Wastewater Pumping Stations within the Oakville South-West Drainage Area (OAK)	300				300			
PR-1774	464	Flow Meter Verification for all WWTPs (REG)	50				50			
PR-2700	5929	SCADA System Installation at Regional Wastewater Pumping Stations (REG)	500				500			
PR-3113	7265	Wastewater Forcemain Condition Assessment (REG)	400				400			
PR-3101	7313	W&WWT Security Review and Model (REG)	250				250			
PR-3079	7347	Asset Management Roadmap Implementation (REG)	200				200			
		Sub-total	2,200				2,200			



CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017 WASTEWATER SYSTEM PROJECT LISTING 2017 (000 DOLLARS)					REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
<u>Renewal/Rehabilitation Activities</u>										
PR-3061	7213	Skyway Wastewater Treatment Plant Sidestream Treatment Improvements (BUR)	4,000				4,000			
	7386	200mm WWM on Chamberlain Road from Longmoor Drive to Turner Drive (BUR) (RR)	145				145			
	7390	200mm WWM on Joel Avenue from Cape Avenue to Ardleigh Crescent (BUR) (WM)(RR)	76				76			
	7394	Upgrades at Bridgview Wastewater Pumping Station from 11.5 L/s to 13 L/s and Force Main extension and upsizing (BUR)	150				150			
	7395	Upgrade Bayshore Wastewater Pumping Station (WWPS) from 9.5 L/s to 14 L/s (BUR)	50				50			
	7396	Upgrade of Roseland Creek Wastewater Pumping Station (Piping Improvement) (BUR)	50				50			
	7422	200mm WWM on MacLaren Drive from Woodview Road to Rexway Drive (BUR) (WM) (RR)	174				174			
	7479	Skyway WWTP Laboratory and Admin Building - Office Modifications (BUR)	75				75			
PR-2712	6978	Georgetown WWTP - Screening Building Rehabilitation (HHGEO)	1,000				1,000			
PR-3096	7250	Laurier Wastewater Pumping Station Upgrade and Rehabilitation (MIL)	1,215				1,215			
	7559	Fulton Pump Station Modifications (MIL)	100				100			
	7452	Mid-Halton WWTP - Plant A & B Aeration System Upgrades (OAK)	350				350			
PR-2640	5307	Wastewater Manhole Capital Improvement Prgm (REG)	300				300			



CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017 WASTEWATER SYSTEM PROJECT LISTING 2017 (000 DOLLARS)						REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES		
					NON-RES	RES			GROWTH	REGIONAL	
PR-3042	7230	Capital upgrades to address basement flooding (REG) *	6,166				6,166				
		Sub-total	13,851				13,851				
		Replacement Activities									
	7387	200mm WWM on Adrian Avenue from Wilson Avenue to Henderson Road (BUR)	50				50				
	7392	200mm WWM on Fowler Court from Walker's Line to End (BUR)	94				94				
	7403	200mm WWM on Rexway Drive from Cumberland Avenue to Woodview Road (BUR) (WM) (RR)	154				154				
	7416	200mm,300mm WWM on Glenwood School Drive from Brenda Crescent to Queensway Drive (BUR) (RR)	280				280				
	7439	Replace two (2) existing belt filter presses with a new Centrifuge (BUR)	250				250				
	7453	Burlington Skyway WWTP - RAS & Secondary Clarifiers #1 - 4 Upgrades (Phase 1) (OAK)	3,600				3,600				
	7468	Burlington Skyway WWTP - Replacement of chain and flights for final clarifier #13 (BUR)	250				250				
PR-2808	6930	200mm,250mm WWM on Young Street from Mill Street East to Queen Street (HHACT)	1,135				1,135				
PR-3091	7272	200mm WWM on Vimy Street from Main Street South to end (HHACT)	227				227				

* See Basement Flooding Mitigation Details



CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017 WASTEWATER SYSTEM PROJECT LISTING 2017 (000 DOLLARS)			REGIONAL RESPONSIBILITY					
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
PR-3089	7193	Georgetown WWTP Aeration System Upgrades (HHGEO)	285				285			
	7382	200mm WWM on Ontario Street from west of Riverview Crescent to south of Ewing Street and lateral transfer from easement (HHGEO)	110				110			
PR-2993	7059	200mm WWM on Main Street East from Bronte Street South to James Street (MIL) (WM)(RR)	351				351			
PR-2993	7192	250mm WWM on Martin Street from Steeles Avenue East to Main Street East (MIL)	1,632				1,632			
	7205	200mm WWM on Woodward Avenue from Riverplace Crescent to Elm Avenue (MIL) (RR)	79				79			
	7402	250mm WWM on Ontario Street South from Main Street East to Donald Campbell Avenue (MIL) (RR) (WM)	266				266			
PR-2904	6791	15L's WWPS (including SCADA) and onsite connections to new PS in BMC and 150mm Forcemain from new PS to Boyne Trunk Sewer (OAK)	1,000				1,000			
PR-2831C	7084	Replacement of Water Street PS and Decommission of Navy Street PS (OAK)	3,780				3,780			
PR-2831B	7085	450mm WWM on Easement south of Front Street from Navy Street to 80m east of Navy Street, 450mm WWM on Navy Street from Easement to William Street, 450mm WWM on William Street from Navy Street to Water Street, 450mm WWM on Water Street from William Street	13,900				13,900			
PR-3072	7234	200mm WWM on Wilson Street from Lakeshore Road West to Rebecca Street (OAK) (RR)	196				196			
PR-3107	7282	Transferring of Laterals on Lakeshore Road East from Douglas Avenue to Chartwell Road (OAK)	600				600			



CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017 WASTEWATER SYSTEM PROJECT LISTING 2017 (000 DOLLARS)						REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES		
					NON-RES	RES			GROWTH	REGIONAL	
PR-3083	7295	300mm WWM on Trafalgar Road from Cross Avenue to Argus Road (OAK) (RR) (WM)	436				436				
	7300	300mm WWM on Churchill Avenue from Leighland Avenue to North Service Road East (OAK) (WM)	118				118				
PR-3106	7312	Birchhill Lane Wastewater Pumping Station Forcemain Replacement and Flow Diversion (OAK) (WM)	1,200				1,200				
PR-3124	7369	380mm WWM on Third Line from Rebecca Street to 150m North (OAK) (RR)	375				375				
PR-2979	7371	150mm WWM on MacDonald Road from Watson Avenue to Gloucester Avenue (OAK)	150				150				
	7379	200mm WWM on Brant Street from John Street to 35m north (OAK) (WM)	50				50				
	7380	200mm WWM on John Street from Brock Street to Forsythe Street (OAK) (WM)	215				215				
	7417	200mm WWM on Thomas Street from Randall Street to Lakeshore Road East (OAK)	70				70				
	7470	250mm WWM on Lakeshore Road East from Allan Road to Douglas Avenue (OAK) (RR)(WM)	50				50				
PR-30001	6886	Vehicle Replacements - (Existing) Wastewater (REG)	472				472				
		Sub-total	31,375				31,375				



CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017 WASTEWATER SYSTEM PROJECT LISTING 2017 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
		Total	47,880				47,880			
		<u>Summary</u>								
		Expansion Activities	454				454			
		Non-Infrastructure Solutions	2,200				2,200			
		Renewal/Rehabilitation Activities	13,851				13,851			
		Replacement Activities	31,375				31,375			
		Grand Total	47,880				47,880			



CAPITAL BUDGET

WASTEWATER-CAPITAL

2017

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2017-2026 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Disposal Activities													
	7560	Milton WWTP Decommissioning (MIL)	4,725				472	4,253					
		Sub-total	4,725				472	4,253					
Expansion Activities													
	7450	Installation of two (2) 600mm Forcemains across Sixteen Mile Creek for the Milton WWTP, Fulton SPS (MIL)	1,400	400		1,000							
	7561	New Diversion Forcemain (MIL)	4,996				500	4,496					
	7008	Vehicle - New - Wastewater (REG)	684	54		36	140	38	8	106	95	67	140
		Sub-total	7,080	454		1,036	640	4,534	8	106	95	67	140
Non-Infrastructure Solutions													
	7434	Capital Needs Assessment of Wastewater Pumping Stations within the Skyway Drainage Area (West) (BUR)	300					300					
	7435	Capital Needs Assessment for Wastewater Pumping Stations within the Skyway Drainage Area (BUR)	300							300			
	7474	Capital Needs Assessment of Wastewater Pumping Stations within the Skyway Drainage Area (East) (BUR)	300							300			
	7384	Silver Creek Impact Assessment Study (HHGEO)	250	250									
	7385	Wastewater Servicing Rationalization Review for Georgetown Wastewater Treatment Plant (HHGEO)	125		125								
	7447	Investigation into Georgetown WWTP Underground Infrastructure (HHGEO)	250	250									
	7437	Capital Needs Assessments for Wastewater Pumping Stations in Acton and Georgetown Drainage Areas (HHS)	300										300



CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT														
2017-2026 WASTEWATER FORECAST														
PROJECT FORECAST LISTING 2017 (000 DOLLARS)														
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
	7436	Capital Needs Assessments for Wastewater Pumping Stations within the Mid-Halton Drainage Area (MIL)	300										300	
	7426	Capital Needs Assessments for Wastewater Pumping Stations within the Oakville South-West Drainage Area (OAK)	300	300										
	7427	Capital Needs Assessment for Wastewater Pumping Stations within the Oakville South-East Drainage Area (OAK)	250			250								
PR-1774	464	Flow Meter Verification for all WWTPs (REG)	50	50										
PR-2185	4946	SCADA Master Plan Review for Wastewater Treatment Plants and Collection Systems (REG)	100		100									
PR-2700	5929	SCADA System Installation at Regional Wastewater Pumping Stations (REG)	1,500	500	500	500								
PR-2541B	6969	Study and implementation of improvements for the Regions SCADA System Std's (REG)	50		50									
PR-2948	6975	SPS Equipment Lock-Out Procedures (REG)	100		100									
PR-3113	7265	Wastewater Forcemain Condition Assessment (REG)	400	400										
PR-3101	7313	W&WWT Security Review and Model (REG)	250	250										
PR-3079	7347	Asset Management Roadmap Implementation (REG)	200	200										
		Sub-total	5,325	2,200	875	750		300		600		300	300	
Renewal/Rehabilitation Activities														



CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT				2017-2026 WASTEWATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)									
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-2943	6947	Design and Construction of a new pumping station and forcemain in Burlington East Area in support of Pumping Station Master (BUR)	24,928			24,928							
PR-3061	7213	Skyway Wastewater Treatment Plant Sidestream Treatment Improvements (BUR)	4,000	4,000									
	7386	200mm WWM on Chamberlain Road from Longmoor Drive to Turner Drive (BUR) (RR)	872	145	727								
	7390	200mm WWM on Joel Avenue from Cape Avenue to Ardleigh Crescent (BUR) (WM)(RR)	456	76	380								
	7394	Upgrades at Bridgview Wastewater Pumping Station from 11.5 L/s to 13 L/s and Force Main extension and upsizing (BUR)	978	150	828								
	7395	Upgrade Bayshore Wastewater Pumping Station (WWPS) from 9.5 L/s to 14 L/s (BUR)	300	50	50	200							
	7396	Upgrade of Roseland Creek Wastewater Pumping Station (Piping Improvement) (BUR)	1,050	50	100	900							
	7422	200mm WWM on MacLaren Drive from Woodview Road to Rexway Drive (BUR) (WM) (RR)	1,048	174	874								
	7479	Skyway WWTP Laboratory and Admin Building - Office Modifications (BUR)	75	75									
	6073	Acton Plant Replacement & Improvements (HHACT)	4,646			4,646							
	6077	Acton - Digester Replacement and Upgrades (HHACT)	762			762							
	6960	Georgetown WWTP - Electrical Upgrades (HHGEO)	2,500		500	2,000							
PR-2712	6978	Georgetown WWTP - Screening Building Rehabilitation (HHGEO)	1,000	1,000									



CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2017-2026 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7391	200mm WWM on McIntyre Crescent from Rexway Drive to Rexway Drive and abandon easement (HHGEO)	1,430			230	1,200						
PR-2987	7557	CONSTRUCTION - 400mm WWM on John Street from John Street PS Wet Well to Credit River (Overflow Pipe) (ID 7081) (HHGEO)	1,600			1,600							
PR-3096	7250	Laurier Wastewater Pumping Station Upgrade and Rehabilitation (MIL)	1,215	1,215									
	7559	Fulton Pump Station Modifications (MIL)	675	100		575							
	6945	Retrofit the heating system at the Mid-Halton WWTP Biosolids handling facility (OAK)	240		240								
	7452	Mid-Halton WWTP - Plant A & B Aeration System Upgrades (OAK)	350	350									
	3516	Wastewater Plant Upgrades and Optimizations (REG)	89,846					784	7,489	13,756	19,183		48,634
PR-2194	4960	Regional WWM Pump Station - Flow Monitoring Equipment Installation (REG)	250		100	150							
PR-2640	5307	Wastewater Manhole Capital Improvement Prgm (REG)	4,250	300	400	400	400	400	450	450	450	500	500
PR-1589D	5539	Halton WWTP Optimization Program (REG)	250		250								
PR-2830	5748	Regional Inflow / Infiltration Remediation Program (REG)	1,350		850			500					
PR-2906	6793	WW Plant Enhancements for Odour Control per Region-Wide Odour Control Study (REG)	160		80		80						
PR-3042	7230	Capital upgrades to address basement flooding (REG) *	53,877	6,166	5,951	5,999	6,000	5,976	6,008	6,000	6,033	5,744	
		Sub-total	198,108	13,851	9,628	38,684	13,088	7,660	13,947	20,206	25,666	6,244	49,134



* See Basement Flooding Mitigation Details

CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2017-2026 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Replacement Activities													
PR-2956	6591	Design and Construction of a new trunk sewer in Burlington East Area in support of Pumping Station Master Plan (BUR)	30,000				30,000						
PR-3094	6592	Design and Construction of local sewers to eliminate four (4) pumping stations in Burlington East Area (BUR)	1,400			200	1,200						
PR-3100	7276	200mm WWM on Ester Drive from Brant Street to Janina Boulevard (BUR) (RR)(WM)	1,063		1,063								
PR-3100	7277	200mm WWM on Janina Boulevard from Ester Drive to west leg of Humphrey Crescent (BUR) (RR) (WM)	542		542								
PR-3100	7279	200mm WWM on Humphreys Crescent from Janina Boulevard to Janina Boulevard (BUR) (RR) (WM)	617		617								
	7387	200mm WWM on Adrian Avenue from Wilson Avenue to Henderson Road (BUR)	274	50	224								
	7392	200mm WWM on Fowler Court from Walker's Line to End (BUR)	412	94	318								
	7393	200mm WWM on John Street from James Street to 50m south (BUR) (RR)	155				50		105				
	7403	200mm WWM on Rexway Drive from Cumberland Avenue to Woodview Road (BUR) (WM) (RR)	924	154		770							
	7416	200mm,300mm WWM on Glenwood School Drive from Brenda Crescent to Queensway Drive (BUR) (RR)	1,678	280		1,398							
	7439	Replace two (2) existing belt filter presses with a new Centrifuge (BUR)	3,750	250		3,500							
	7453	Burlington Skyway WWTP - RAS & Secondary Clarifiers #1 - 4 Upgrades (Phase 1) (OAK)	3,600	3,600									



CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2017-2026 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7454	Burlington Skyway WWTP - RAS & Secondary Clarifiers #5 - 8 Upgrades (Phase 2) (OAK)	6,800			6,800							
	7455	Burlington Skyway WWTP - RAS & Secondary Clarifiers #9 - 12 Upgrades (Phase 3) (OAK)	5,900					5,900					
	7468	Burlington Skyway WWTP - Replacement of chain and flights for final clarifier #13 (BUR)	250	250									
PR-2808	6930	200mm,250mm WWM on Young Street from Mill Street East to Queen Street (HHACT)	1,135	1,135									
PR-3091	7272	200mm WWM on Vimy Street from Main Street South to end (HHACT)	227	227									
PR-3082	7082	200mm WWM on Arletta Street from Kennedy Street to End (HHGEO) (WM)	308		308								
PR-3089	7193	Georgetown WWTP Aeration System Upgrades (HHGEO)	1,700	285	1,415								
PR-2987B	7197	John Street Pumping Station Upgrades and Rehabilitation (HHGEO)	2,690			2,690							
	7274	200mm WWM on Todd Road from south of Sinclair Avenue to Mountainview Road North (HHGEO) (RR)	1,816				303		1,513				
PR-3001	7275	200mm WWM on Reid Court from Rexway Drive to End (HHGEO)	115		115								
PR-3082	7345	Transferring of Laterals from Easement to Main Street South and Park Avenue (HHGEO)	142		142								
	7382	200mm WWM on Ontario Street from west of Riverview Crescent to south of Ewing Street and lateral transfer from easement (HHGEO)	510	110		400							
	7423	200mm WWM on Campbell Gate from Prince Charles Drive to Mountainview Road South (HHGEO) (WM)	385		64		321						



CAPITAL BUDGET

WASTEWATER-CAPITAL

2017

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2017-2026 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7473	250mm WWM on Temple Road from Ewing Street to End (HHGEO)	440		74		366						
PR-2993	7059	200mm WWM on Main Street East from Bronte Street South to James Street (MIL) (WM)(RR)	351	351									
PR-2907	7184	250mm WWM on McGeachie Drive from Harrop Drive to End (MIL) (RR)(WM)	400		400								
PR-2993	7192	250mm WWM on Martin Street from Steeles Avenue East to Main Street East (MIL)	1,632	1,632									
	7205	200mm WWM on Woodward Avenue from Riverplace Crescent to Elm Avenue (MIL) (RR)	421	79	342								
	7402	250mm WWM on Ontario Street South from Main Street East to Donald Campbell Avenue (MIL) (RR) (WM)	1,592	266	1,326								
PR-2904	6791	15Ls WWPS (including SCADA) and onsite connections to new PS in BMC and 150mm Forcemain from new PS to Boyne Trunk Sewer (OAK)	1,000	1,000									
PR-3032	7063	BMC Administration Buildings and Servicing Replacement (OAK)	2,410		2,410								
PR-2831C	7084	Replacement of Water Street PS and Decommission of Navy Street PS (OAK)	3,780	3,780									
PR-2831B	7085	450mm WWM on Easement south of Front Street from Navy Street to 80m east of Navy Street, 450mm WWM on Navy Street from Easement to William Street, 450mm WWM on William Street from Navy Street to Water Street, 450mm WWM on Water Street from William Street	13,900	13,900									
PR-3054	7183	250mm,300mm WWM on Lakeshore Road East from Navy Street to Allan Street (OAK) (RR)	1,062		1,062								



CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2017-2026 WASTEWATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-3072	7234	200mm WWM on Wilson Street from Lakeshore Road West to Rebecca Street (OAK) (RR)	196	196									
	7280	250mm WWM on Selgrove Crescent from Woodhaven Park Drive to Woodhaven Park Drive (OAK) (WM)	723		121	602							
PR-3107	7282	Transferring of Laterals on Lakeshore Road East from Douglas Avenue to Chartwell Road (OAK)	600	600									
PR-3083	7295	300mm WWM on Trafalgar Road from Cross Avenue to Argus Road (OAK) (RR) (WM)	436	436									
	7300	300mm WWM on Churchill Avenue from Leighland Avenue to North Service Road East (OAK) (WM)	705	118	587								
PR-3106	7312	Birchhill Lane Wastewater Pumping Station Forcemain Replacement and Flow Diversion (OAK) (WM)	1,200	1,200									
PR-3124	7369	380mm WWM on Third Line from Rebecca Street to 150m North (OAK) (RR)	375	375									
PR-2979	7371	150mm WWM on MacDonald Road from Watson Avenue to Gloucester Avenue (OAK)	150	150									
	7379	200mm WWM on Brant Street from John Street to 35m north (OAK) (WM)	177	50	127								
	7380	200mm WWM on John Street from Brock Street to Forsythe Street (OAK) (WM)	1,285	215	1,070								
	7401	250mm WWM on Secord Avenue from Sherin Drive to Thornhill Drive (OAK) (WM)	550		90	460							
	7404	200mm WWM on Howard Avenue from Esplanade to Carson Lane (OAK) (WM)	404		68		336						
	7417	200mm WWM on Thomas Street from Randall Street to Lakeshore Road East (OAK)	401	70	331								



CAPITAL BUDGET

WASTEWATER-CAPITAL

2017

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2017-2026 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7419	200mm WWM on Park Avenue from Carson Lane to Lakeshore Road East (OAK)	377		63		314						
	7420	250mm WWM on Lees Lane from Pine Grove Road to Wingrove Crescent (south-leg) (OAK) (WM)	436		81	355							
	7470	250mm WWM on Lakeshore Road East from Allan Road to Douglas Avenue (OAK) (RR)(WM)	235	50	185								
	3514	Wastewatermain System Services Upgrades and Replacements (REG)	174,591					3,840	46,932	21,861	15,000	59,802	27,156
PR-30001V	6886	Vehicle Replacements - (Existing) Wastewater (REG)	5,800	472	395	848	278	723	1,117	734	243	428	562
	7316	Regional Environmental Laboratory - Kjeltec Auto Distillation Analyzer - WW (REG)	60		60								
	7332	Unit #5320 - Schnure 53 Ft De-Watering Trailer Replacement (REG)	1,200				1,200						
		Sub-total	283,282	31,375	10,128	21,495	34,368	10,463	49,667	22,595	15,243	60,230	27,718
		Total Required Financing	498,520	47,880	20,631	61,965	48,568	27,210	63,622	43,507	41,004	66,841	77,292



CAPITAL BUDGET

WASTEWATER-CAPITAL

2017

BUDGET & BUSINESS PLAN

BASEMENT FLOODING MITIGATION DETAILS				
ID 7230 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
2017 Projects				
WWTP	Milton Wastewater Treatment Plant	42	Milton	Opencut
84	Boyne	1	Milton	Opencut
86	Midblock Arterial	27	Milton	Opencut
103	Tremaine Road	24	Milton	Opencut
2017 Sub-Total		94		6,166
2018 Projects				
WWTP	Georgetown Wastewater Treatment Plant	60	Georgetown	Opencut
1	Armstrong Avenue	1	Georgetown	Opencut
2	Gollop Crescent	3	Georgetown	Opencut
3	Lynden Circle	1	Georgetown	Opencut
4	Moore Park	1	Georgetown	Opencut
76	John Street	4	Georgetown	Opencut
80	Norval	1	Georgetown	Opencut
83	Main Street	3	Georgetown	Opencut
WWTP	Acton Wastewater Treatment Plant	14	Acton	Opencut
5	Agnes Street	5	Acton	Opencut
53	Lakeview	3	Acton	Opencut
33	Junction	8	Burlington	Opencut
71	Unsworth Avenue	2	Burlington	Opencut
77	Bridgeview	2	Burlington	Opencut
92	Garden Trails	2	Burlington	Opencut
2018 Sub-Total		110		5,951
2019 Projects				
WWTP	Skyway Wastewater Treatment Plant	70	Burlington	Opencut
65	Coronation Park	32	Burlington	Opencut
54	La Salle Park	2	Burlington	Opencut
57	NorthShore Boulevard	1	Burlington	Opencut
2019 Sub-Total		105		5,999



CAPITAL BUDGET

WASTEWATER-CAPITAL

2017

BUDGET & BUSINESS PLAN

BASEMENT FLOODING MITIGATION DETAILS				
ID 7230 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
2020 Projects				
WWTP	Skyway Wastewater Treatment Plant	104	Burlington	Opencut
2020 Sub-Total		104		6,000
2021 Projects				
14	Argyle Drive	1	Oakville	Opencut
66	Belvedere Drive	3	Oakville	Opencut
87	16 Mile Creek	68	Oakville	Opencut
16	First Street	2	Oakville	Opencut
20	Lakewood Drive	4	Oakville	Opencut
23	BirchHill Lane	2	Oakville	Opencut
29	West River Street	1	Oakville	Opencut
31	Elizabeth Gardens	5	Oakville	Opencut
42	Chartwell Road	4	Oakville	Opencut
WWTP	Skyway Wastewater Treatment Plant	10	Burlington	Opencut
2021 Sub-Total		100		5,976
2022 Projects				
34	Roseland	23	Burlington	Opencut
12	Ninth Line	59	Oakville	Opencut
45	Weaver Avenue	1	Oakville	Opencut
	Oakville Southeast	30	Oakville	Opencut
2022 Sub-Total		113		6,008
2023 Projects				
WWTP	Mid Halton Wastewater Treatment Plant	23	Oakville	Opencut
55	Third Line	54	Oakville	Opencut
43	Morrison Heights	2	Oakville	Opencut
50	Sheldon Creek	3	Oakville	Opencut
21	Walker Street	10	Oakville	Opencut
18	Navy Street	7	Oakville	Opencut
40	Oakland Park	9	Burlington	Opencut



CAPITAL BUDGET

WASTEWATER-CAPITAL

2017

BUDGET & BUSINESS PLAN

BASEMENT FLOODING MITIGATION DETAILS				
ID 7230 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
WWTP	Georgetown Wastewater Treatment Plant	3	Georgetown	Full Length Liner
2	Gollop Crescent	1	Georgetown	Full Length Liner
83	Main Street	1	Georgetown	Full Length Liner
100	10 Side Road	1	Georgetown	Full Length Liner
33	Junction	3	Burlington	Full Length Liner
34	Roseland	3	Burlington	Full Length Liner
2023 Sub-Total		120		6,000
2024 Projects				
WWTP	Skyway Wastewater Treatment Plant	41	Burlington	Full Length Liner
WWTP	Milton Wastewater Treatment Plant	5	Milton	Full Length Liner
86	MidBlock Arterial	3	Milton	Full Length Liner
88	Laurier Avenue	1	Milton	Full Length Liner
WWTP	Acton Wastewater Treatment Plant	1	Acton	Full Length Liner
83	Lakeview	1	Acton	Full Length Liner
55	Third Line	7	Oakville	Full Length Liner
65	Coronation Park	16	Oakville	Full Length Liner
87	16 Mile Creek	3	Oakville	Full Length Liner
0	Oak SW	16	Oakville	Full Length Liner
12	Ninth Line	11	Oakville	Full Length Liner
29	West River	1	Oakville	Full Length Liner
31	Elizabeth Gardens	1	Oakville	Full Length Liner
50	Sheldon Creek	1	Oakville	Full Length Liner
WWTP	Mid Halton Wastewater Treatment Plant	2	Oakville	Full Length Liner
WWTP	Oakville SouthEast Wastewater Treatment Plant	5	Oakville	Full Length Liner
WWTP	Skyway Wastewater Treatment Plant	327	Burlington	Spot Repair
2024 Sub-Total		442		6,033
2025 Projects				
55	Third Line	45	Oakville	Spot Repair
65	Coronation Park	61	Oakville	Spot Repair
66	Belvedere Drive	4	Oakville	Spot Repair



BASEMENT FLOODING MITIGATION DETAILS				
ID 7230 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
78	Providence Road	1	Oakville	Spot Repair
79	Riverbank Way	1	Oakville	Spot Repair
87	16 Mile Creek	39	Oakville	Spot Repair
WWTP	Oakville SouthWest Wastewater Treatment Plant	60	Oakville	Spot Repair
9	Carrington Park	6	Oakville	Spot Repair
12	Ninth Line	79	Oakville	Spot Repair
13	Bel Air Estates	4	Oakville	Spot Repair
15	Raymar Place	1	Oakville	Spot Repair
17	Gairloch Gardens	2	Oakville	Spot Repair
18	Navy Street	3	Oakville	Spot Repair
20	Lakewood Drive	1	Oakville	Spot Repair
21	Walker Street	1	Oakville	Spot Repair
23	BirchHill Lane	2	Oakville	Spot Repair
29	West River Street	8	Oakville	Spot Repair
31	Elizabeth Gardens	4	Oakville	Spot Repair
42	Chartwell Road	1	Oakville	Spot Repair
45	Weaver Avenue	8	Oakville	Spot Repair
50	Sheldon Creek	1	Oakville	Spot Repair
WWTP	Mid Halton Wastewater Treatment Plant	13	Oakville	Spot Repair
WWTP	Oakville SouthEast Wastewater Treatment Plant	24	Oakville	Spot Repair
33	Junction	10	Burlington	Spot Repair
34	Roseland	21	Burlington	Spot Repair
57	NorthShore Boulevard	4	Burlington	Spot Repair
68	Indian Road	1	Burlington	Spot Repair
77	Bridgeview	7	Burlington	Spot Repair
WWTP	Georgetown Wastewater Treatment Plant	36	Georgetown	Spot Repair
1	Armstrong Avenue	2	Georgetown	Spot Repair
2	Gollop Crescent	1	Georgetown	Spot Repair
3	Lynden Circle	2	Georgetown	Spot Repair
4	Moore Park	1	Georgetown	Spot Repair



CAPITAL BUDGET

WASTEWATER-CAPITAL

2017

BUDGET & BUSINESS PLAN

BASEMENT FLOODING MITIGATION DETAILS				
ID 7230 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
83	Main Street	5	Georgetown	Spot Repair
WWTP	Acton Wastewater Treatment Plant	8	Acton	Spot Repair
5	Agnes Street	5	Acton	Spot Repair
53	Lakeview	4	Acton	Spot Repair
0	Milton Main	67	Milton	Spot Repair
84	Boyne	5	Milton	Spot Repair
86	MidBlock Arterial	65	Milton	Spot Repair
88	Laurier Avenue	22	Milton	Spot Repair
103	Tremaine Road	28	Milton	Spot Repair
	2025 Sub-Total	663		5,744
	Total	1,851		53,877



HALTON REGION

Budget and Business Plan **2017**

Wastewater Development

CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2017 WASTEWATER SYSTEM PROJECT LISTING 2017 (000 DOLLARS)						REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES		
					NON-RES	RES			GROWTH	REGIONAL	
Expansion Activities											
	6492	825-900 mm WWM on Maple Avenue East Between Lakeshore Rd and Plains Rd East (BUR)	1,475			224	1,180	71			
	7532	New 2400 mm WWM inlet to Skyway WWTP parallel to QEW (BUR)	151			8	140	3			
	6588	Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d (OAK)	1,995			930	738	327			
	7523	600 mm WWM on Trafalgar Rd from ID 5062 to Burnhamthorpe Rd E (OAK)	553			409		144			
		Sub-total	4,174			1,571	2,058	545			
Non-Infrastructure Solutions											
	7518	Wastewater Collection System Analysis (REG)	110			81		29			
	7519	Wastewater Treatment Capacity Annual Monitoring Report (REG)	50			37		13			
		Sub-total	160			118		42			



CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2017 WASTEWATER SYSTEM PROJECT LISTING 2017 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN	CAP INVT	DEBENTURES	
					NON-RES	RES	RESERV	RESERV	GROWTH	REGIONAL
		Total	4,334			1,689	2,058	587		
		<u>Summary</u>								
		Expansion Activities	4,174		1,571	2,058	545			
		Non-Infrastructure Solutions	160		118		42			
		Grand Total	4,334		1,689	2,058	587			



CAPITAL BUDGET

WASTEWATER-CAPITAL

2017

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2017-2026 WASTEWATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Disposal Activities													
	6508	Decommissioning of HH WWPS #3, connection to new 8th Line trunk sewer and conversion of site to septage receiving facility (HHS)	785				157		628				
	7544	Boyne WWPS - Decommissioning upon completion of gravity sewers #7159, #6382, #6381 (MIL)	100		20	80							
	7540	Decommissioning of Riverside WWPS and Shorewood Place WWPS (OAK)	300		60	240							
		Sub-total	1,185		80	320	157		628				
Expansion Activities													
	5907	300 mm WWM North Aldershot Servicing (BUR)	4,563								913		3,650
	6492	825-900 mm WWM on Maple Avenue East Between Lakeshore Rd and Plains Rd East (BUR)	9,239	1,475	7,764								
	7527	Upsize WWM on Lasalle Park Road from Fairwood Pl to Lasalle WWPS (BUR)	683			137		546					
	7532	New 2400 mm WWM inlet to Skyway WWTP parallel to QEW (BUR)	24,463	151	3,768		20,544						
	7534	450 mm WWM on new road in Milton Education Village from 800m north of Louis St Laurent extension to Louis St Laurent extension (BUR)	634								127		507
	7537	Junction St WWPS - Capacity Upgrade to 150 L/s WWPS - Design and Construction (BUR)	12,277		2,455		9,822						
	6511	Twinning of 525 - 600 mm WWM from Elgin St South along Black Creek alignment to Acton WWTP (HHACT)	3,029		51		462		2,516				



CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2017-2026 WASTEWATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7526	Agnes St WWPS Strategy. Scoping Study, EA, Design and Construction (HHACT)	7,239		50	150	1,002		6,037				
	6493	375 mm WWM on Atwood Ave/Murno Circle and existing sewer alignment from Berton Blvd to Maple Ave (HHGEO)	2,726			422	2,304						
	6506	750 mm WWM on 9th Line from Argyll Rd to 10th Side Rd - Georgetown South Connection (HHGEO)	8,320		1,290		7,030						
	6567	Twinned 300mm WWFM on 10th Side Rd from 9th Ln to New WW #9 (HHGEO)	1,006		157	849							
	6570	360 L/s WWPS at 10 Side Rd/9th Line (HHGEO)	8,363		1,420		6,943						
	6586	750 mm WWM on 8th Line from Argyll Rd to 10th Side Rd (HHGEO)	3,135			486	2,649						
	6587	600 mm WWM on 8th Line from Miller Rd to Argyll Rd (HHGEO)	2,671			415	2,256						
	7539	Norval WWPS - Capacity upgrade (HHGEO)	347		69		278						
	7542	Main St WWPS Capacity Upgrade (HHGEO)	260				260						
	7546	750 mm WWM on No 10 Side Road from WWPS #100 to Eighth Line (in order to decommission WWPS #100) (HHGEO)	4,477		694	3,783							
	7549	900 mm WWM on 8th Line from 10th Side Rd to 5th Side Rd - Construction (HHGEO)	24,072			24,072							
	7550	900 mm WWM on 8th Line from 5th Side Rd to Steeles Ave - Construction (HHGEO)	9,530			9,530							
	7552	1050 mm WWM on Steeles Ave from 8th Line to Crossing Easement - Construction (HHGEO)	3,156			3,156							



CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2017-2026 WASTEWATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
PR-3009	5906	750 mm WWM on new road alignment from Louis St. Laurent to Britannia Rd (MIL)	10,288		1,594		8,694						
	6497	300 mm WWM on Derry Rd from 8th Line to Trafalgar Rd (MIL)	885								177		708
	6498	450 mm WWM on new road from 8th Line to Trafalgar Rd (MIL)	1,651								330		1,321
	6499	300 mm WWM on Britannia Rd from 8th Line to Trafalgar/ Britannia WWPS (MIL)	1,148								230		918
	6500	600mm WWM on 4th Line from new road to Lower Base Line WWPS (MIL)	4,632								926		3,706
	6501	450 mm WWM on 4th Line from south of Britannia Rd to new road (MIL)	3,722								744		2,978
	6502	525 mm WWM on Thompson Rd and new internal road from south of Britannia to 4th Line (MIL)	2,520								504		2,016
	6503	300 mm WWM on 8th Line from north of Derry Rd to Derry Rd (MIL)	537								107		430
	6504	450 mm WWM on 8th Line from north of new road to new road (MIL)	864								173		691
	6505	300 mm WWM on 8th Line from north of Britannia Rd to Britannia Rd (MIL)	424								85		339
	6515	300 mm WWM on Childs Drive between the south entrance of Satok Crescent and Nipissing Road (MIL)	89										89
	6517	450 mm WWM on Oak Street between Ontario St South and Fulton St (MIL)	223										223



CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2017-2026 WASTEWATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)												
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
PR-3024	6552	450mm WWM on new road alignment in Milton Education Village from Louis St Laurent extension to 1115 m south (MIL)	883									177		706
	6553	450 mm WWM on Louis St Laurent extension from 340m west of Tremaine Rd to Tremaine Rd (MIL)	844		844									
	6554	600 mm WWM on Lower Base Line from WWFM discharge approx 650 m west of 1st Line to Regional Rd 25 (MIL)	9,034									1,807		7,227
	6555	New 225 L/s WWPS on Tremaine Rd at Lower Base Line (MIL)	7,314								1,463		5,851	
	6556	Twin 400 mm WWFM from Tremaine WWPS to Lower Base Line, approx 650 m west of 1st Line (MIL)	4,520								904		3,616	
	6557	600 mm WWM on Tremaine Rd from approximately 1500 m north of South Tremaine Rd WWPS to South Tremaine Rd WWPS (MIL)	6,583									1,317		5,266
	6559	525 mm WWM on Tremaine Rd from Britannia Rd to 1050 m south of Britannia Rd (MIL)	4,629									926		3,703
	6560	525 mm WWM on James Snow Pkwy and new road alignment from Steeles Ave to Esquesing Line (MIL)	2,065									413		1,652
	6561	450 mm WWM on new road and Britannia Rd from Milton Education Village to Tremaine Rd (MIL)	562									112		450
	6562	450 mm WWM on new road from 440 m north of Derry Rd to Derry Rd and 525 mm WWM on Derry Rd from 725 m east of 5th Line to 5th Line (MIL)	1,465		227		1,238							
	6564	525 mm WWM on new alignment from Esquesing Line to 3rd Line (MIL)	3,157									631		2,526
	6578	525 WWM on Trafalgar Rd from south of Britannia Rd to Britannia Rd/ Trafalgar Rd WWPS (MIL)	878										878	



CAPITAL BUDGET

WASTEWATER-CAPITAL

2017

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2017-2026 WASTEWATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	6581	1350mm WWM on 5th Line from Britannia Rd to Lower Base Line (MIL)	15,678									3,136	12,542
	6582	1350 mm WWM on Lower Base Line from 5th Line to 4th Line (MIL)	10,003									2,001	8,002
	6583	525 mm WWM on new road from 1400 m north of Britannia Rd to Britannia Rd (MIL)	5,727								1,145		4,582
	6584	1,805 L/s WWPS at Lower Base Line and 4th Line (MIL)	30,369		607						6,074		23,688
	6585	Twinned 900 mm WWFM from Lower Base Line to RR 25 (MIL)	63,500		1,270						11,430		50,800
	7524	450 mm WWM through developer subdivision from ID 6114 on Thompson Rd westerly (MIL)	756		117		639						
	7529	1050 mm WWM on Trafalgar Rd from Derry Rd to Golf Course - Construction (MIL)	7,307			7,307							
	7530	1050 mm WWM on Trafalgar Rd from Golf Course to Britannia Rd / Trafalgar Rd WWPS - Construction (MIL)	11,134			11,134							
	7531	525mm WWM on Fourth Line from Britannia Rd to approximately 900 m north (MIL)	4,337		673		3,664						
	7533	Twinned 750 mm WWFM on Britannia Rd from Trafalgar Rd to 6th Line - Construction (MIL)	11,774		11,774								
	7535	1200 mm WWM on Britannia Rd from 6th Line to 5th Line - Construction (MIL)	13,707		13,707								
	7547	1200 mm WWM on Britannia Rd to 5th Line to James Snow Pkwy - Construction (MIL)	5,812		5,812								
	7551	1,200 L/s WWPS on Trafalgar Rd/ Britannia Rd - Construction (MIL)	22,107		334	21,773							



CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2017-2026 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7553	1050 mm WWM 401 Crossing from Steeles Ave to Auburn Rd - Construction (MIL)	13,843			13,843							
	7554	1050 mm WWM on Auburn Rd from Hwy 401 crossing easement to Trafalgar Rd - Construction (MIL)	4,473			4,473							
	7555	1050 mm WWM on Trafalgar Rd from Auburn Rd to Derry Rd - Construction (MIL)	10,005			10,005							
PR-3021	4994	600 mm WWM on new North Oakville road from Burnhamthorpe Rd to Dundas St (OAK)	8,184		1,268		6,916						
PR-3019	6481	450 mm WWM on internal road parallel to Dundas St from west of 16 Mile Creek Bridge to 190 m east of Proudfoot Trail (OAK)	481			76		405					
	6527	Twin 600 mm WWM on service road to Marine Drive WWPS from Marine Drive (OAK)	153		26		127						
	6530	300 mm WWM on Kerr St between Forster Park and Rebecca St (OAK)	957				149		808				
	6531	250 mm WWM on Chisholm/Rebecca St between Forsyth St and Chisholm St on Rebecca St and on Chisholm St between Rebecca St and 45 m north of Lakeshore Rd West (OAK)	47										47
	6535	450 mm WWM on Trafalgar Rd between 10 m north of Inglehart Street North to Cross Ave (OAK)	1,273							255		1,018	
	6537	675 mm WWM on Trafalgar Rd, through GO lot and on Argus St from Spruce St to 60 m north of Cross Ave (OAK)	3,503							701		2,802	
	6588	Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d (OAK)	99,761	1,995		17,957		79,809					
PR-2388	7168	450 mm sewer on Burnhamthorpe Rd from Neyagawa Blvd. to King's Christian Collegiate (OAK)	130		130								



CAPITAL BUDGET

2017

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2017-2026 WASTEWATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7520	600 mm WWM crossing Dundas St and 600 mm WWM on Dundas St from 900m west of Colonel Williams Parkway to Colonel Williams Parkway (Construction) (OAK)	3,849			3,849							
	7522	525 mm WWM through developer subdivision from ID 5063 to Burnhamthorpe Rd W (OAK)	1,944		301		1,643						
	7523	600 mm WWM on Trafalgar Rd from ID 5062 to Burnhamthorpe Rd E (OAK)	3,567	553	3,014								
	7528	North WWPS expansion of 1,200 L/s at Mid-Halton WWTP (OAK)	4,513										4,513
	7541	Walker St WWPS - I/I reduction Program to gain capacity at the station. Scoping Study, Design and Construction (OAK)	2,347			286				349			1,712
	7543	Gravity Sewers from Decommissioned Riverside WWPS and Shorewood Place SPS to New Rebecca Trunk (OAK)	3,900		780	3,120							
	7556	West River WWPS - Capacity Upgrade to 120 L/s WWPS - Design and Construction, including 450 mm inlet WWM to the station on Service Rd from West River St to West River WWPS (OAK)	11,574		2,315		9,259						
		Sub-total	575,822	4,174	62,511	136,823	85,879	80,760	9,361	22,321	14,836	94,947	64,210
Non-Infrastructure Solutions													
	7521	Black Creek Monitoring Program (HHACT)	400			50	50	50	50	50	50	50	50
	7517	Halton Wastewater Master Plan (REG)	1,250		450					800			
	7518	Wastewater Collection System Analysis (REG)	1,100	110	110	110	110	110	110	110	110	110	110
	7519	Wastewater Treatment Capacity Annual Monitoring Report (REG)	500	50	50	50	50	50	50	50	50	50	50



CAPITAL BUDGET

WASTEWATER-CAPITAL

2017

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2017-2026 WASTEWATER FORECAST PROJECT FORECAST LISTING 2017 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	7536	Regional Sanitary Sewer System Invert Survey (REG)	350		350								
	7538	Peer Review of InfoWorks Model Calibration (REG)	100		100								
	7545	Flow Monitoring for Wastewater Model Calibration (REG)	326		326								
		Sub-total	4,026	160	1,386	210	210	210	210	1,010	210	210	210
		Total Required Financing	581,033	4,334	63,977	137,353	86,246	80,970	10,199	23,331	15,046	95,157	64,420



