

Halton Region Budget and Business Plan 2021



Budget Report

Dear Chair and Members of Regional Council,
Re: Halton Region 2021 Budget and Business Plan

November 26, 2020

We are pleased to present Halton's proposed 2021 Budget and Business Plan for consideration by Regional Council. The 2021 Budget is based on the solid financial planning principles that continue to preserve Halton's AAA credit rating and strong long-term financial position.

This document includes both the Tax-Supported and Rate-Supported Budgets to detail the Region's planned investments for the coming year; the Executive Summary offers an overview of their combined impact. Together, these sections present a multi-year financial plan that addresses the key service priorities identified by Regional Council with a commitment to providing value for tax and rate payers. As the Region continues to respond to the COVID-19 pandemic, the 2021 Budget and Business Plan includes critical program enhancements and essential services to ensure the Region can provide an agile and continued response.

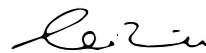
As always, this Budget is the result of ongoing collaboration and considerable effort from staff across the organization for which we would like to express our appreciation.

Council consideration of the 2021 Budget is scheduled for December 16, 2020. If you have any questions or require further information, please contact us.

Respectfully submitted,



J. E. MacCaskill
Chief Administrative Officer



K. Patel
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, 2020.

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

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

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



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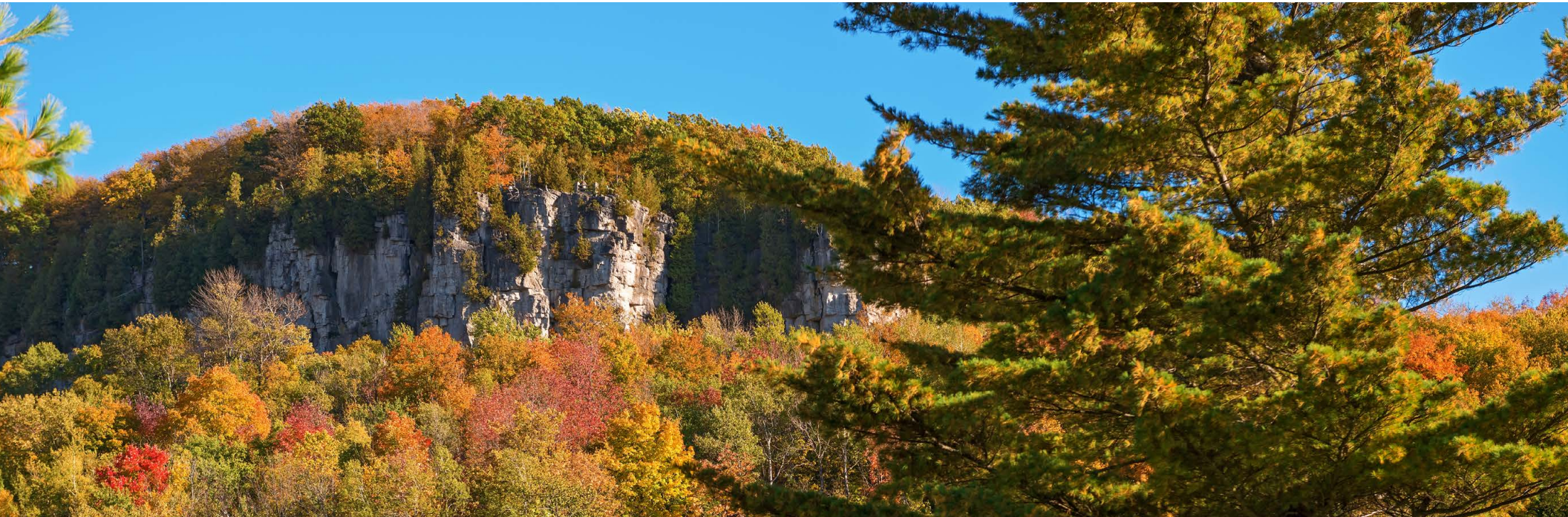
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Halton Region

Budget and Business Plan 2021

Community Profile

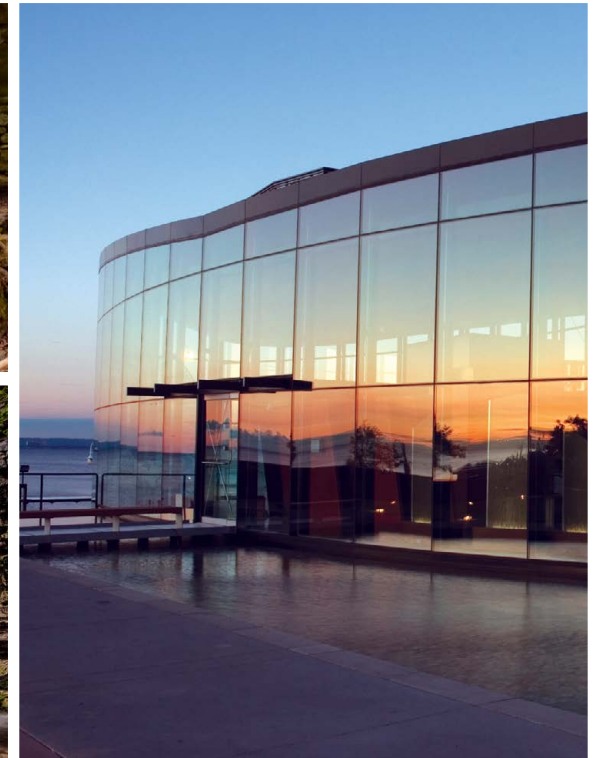
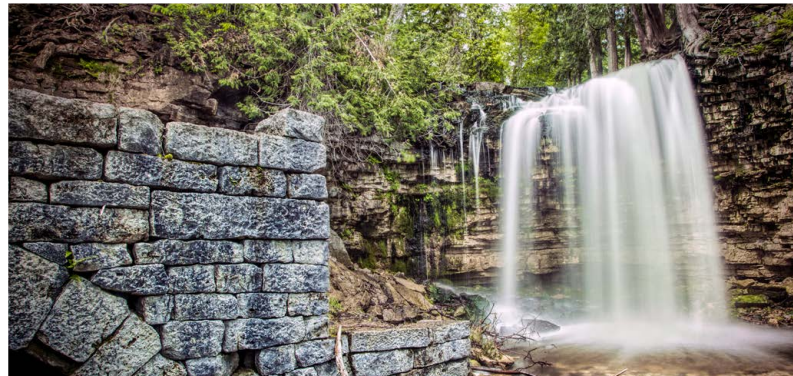


Welcome to Halton

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

Halton has the charm of small-town life and vibrant agricultural communities with access to major urban centres and amenities. With Toronto to the east, Hamilton to the west and Lake Ontario to the south, the region is close to major cities, world-class educational institutions and markets in Canada and the United States. Accessible via three Canadian airports, railways, Provincial

highways, local roads and public transit, Halton offers countless opportunities to experience arts and culture, sports and leisure, nature and more—all year round. Residents in Halton enjoy a high quality of life, which is supported by essential Regional programs, services and infrastructure. To learn more about Halton Region, please visit halton.ca.



596,940

2019 Population¹

13,650

Number of Employers in 2019⁵

241,423

Total Jobs in Halton in 2019⁵

\$28.3B

Gross Domestic Product (GDP)⁸

#1

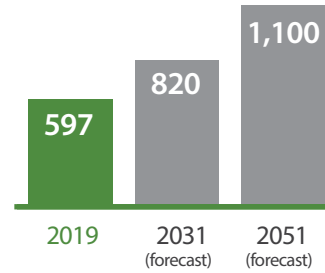
Lowest Crime Severity Rate in Canada³

4.1%

Halton Unemployment Rate in 2019⁷

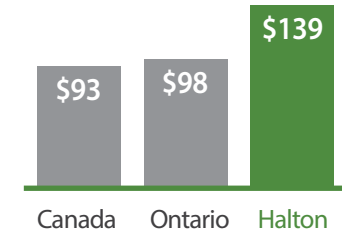
- 1 Halton Region Best Planning Estimates, June 2011 (forecasted)
- 2 A Place to Grow, Growth Plan for the Greater Golden Horseshoe (2019)
- 3 Statistics Canada Crime Severity Index, 2019 Halton Region Economic Review
- 4 Statistics Canada Census 2016
- 5 Halton Region 2019 Employment Survey Results (LPS27-20), 2019 Halton Region Economic Review
- 6 Statistics Canada Building Permits Survey, 2019 Halton Region Economic Review
- 7 Statistics Canada Labour Force Survey, 2019 Halton Region Economic Review
- 8 Conference Board of Canada, 2019 Halton Region Economic Review

Population Growth² (thousands)



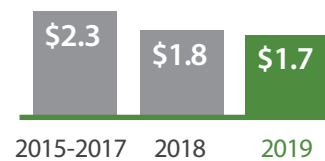
Halton Region is a growing community. To meet the requirements of *A Place to Grow, Growth Plan for the Greater Golden Horseshoe (2019)*, Halton is expected to grow to 1,100,000 by 2051.²

Average Household Income⁴ (thousands)



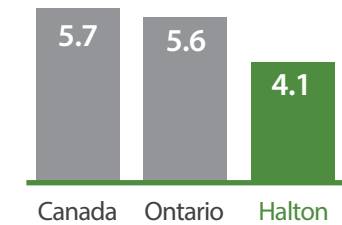
Halton Region residents have a higher average household income than residents in the rest of the province. Residents are also well educated; 75 per cent of adults have some level of post-secondary education.⁴

Total Construction Value⁶ (billions)



Over the past five years, Halton's total building permit construction value is \$10.5 billion.⁶

Unemployment Rate⁷ (per cent)



In 2019, the unemployment rate in Halton averaged 4.1 per cent lower than averages provincially and nationally.⁷



Halton is a Great Place to Live



Halton is home to more than 595,000 people and 13,650 businesses in four distinct municipalities: the City of Burlington and the Towns of Halton Hills, Milton and Oakville.

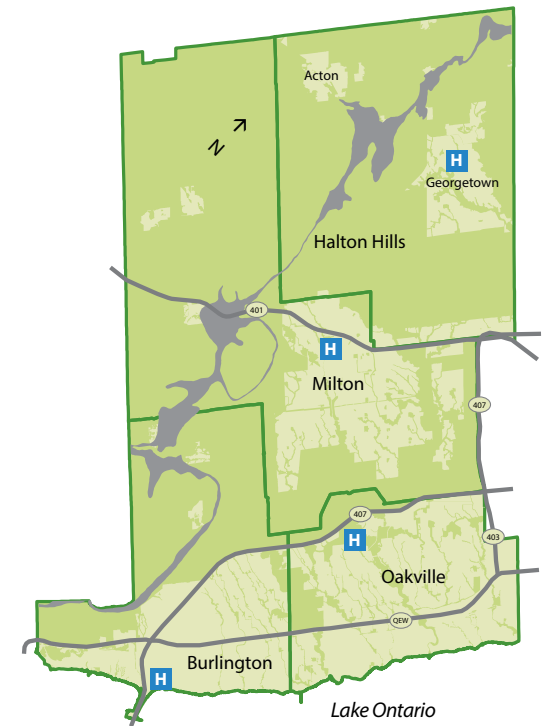
Residents enjoy a high quality of life in our community, which is supported by essential Regional programs and services. These include housing services, public health programs, paramedic services, Regional road operations, social services, waste management, water and wastewater services and more.

The 2021 Budget and Business Plan is based on prudent, forward-looking financial planning principles that have earned Halton a top credit rating for more than 30 years, ensuring our strong long-term financial position. It also supports the objectives, outcomes and actions identified in our 2019–2022 Strategic Business Plan. I encourage you to review the 2021 Budget and Business Plan to learn more about our plans for the year ahead.

As we continue to respond to the COVID-19 pandemic, the 2021 Budget and Business Plan also details how we will continue to invest in critical program enhancements and essential services to support residents and businesses, while keeping property tax increases for Regional Services at or below the rate of inflation.

By making strategic investments in programs and services that our residents rely on, we help keep Halton a great place to live, work, raise a family and retire.

Gary Carr
Halton Regional Chair



■ Niagara Escarpment ■ Urban Areas and Hamlets ■ Municipal Boundary

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



Halton's Heritage

Founded in 1816, our community was originally named Halton County after William Halton, secretary to Francis Gore, who served intermittently as Lieutenant Governor of Upper Canada from 1806 to 1816.

When the County established its own governing council in 1853, it included the Nelson, Trafalgar, Esquesing and Nassageya Townships.

The County began to transition from lumber and wheat production to industrial manufacturing by the 1900s. The P.L. Robertson Company, maker of the Robertson screw, became one of Milton's top employers, and 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 has served as a major industrial employer ever since.

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: the City of Burlington, Town of Halton Hills, Town of Milton and Town of Oakville.

Historical pictures are from the Halton Heritage Services collection.

Top to bottom: **1)** Group of musicians in the Acton Methodist Church, c. 1890. **2)** Men pictured drilling on the Howden farm in Esquesing Township, c. 1912. **3)** Spectators gather around a plane that landed in "Mathewman's Field" in Oakville, 1917. **4)** Fruit Pickers on the Hartley Farm (now Springridge farm) in Milton.



Education

Elementary and secondary schools

- Among Ontario's elementary and secondary schools, Halton schools are consistently highly ranked.
- Oakville's Appleby College is ranked among the top 25 private schools in Canada by Top Private Schools Canada.
- Halton's education offerings include French and French Immersion schools.

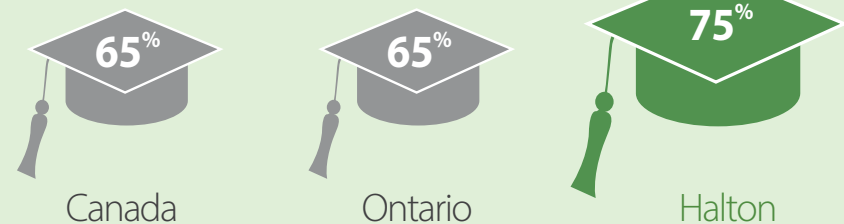
Post-secondary and continuing education

- Halton is located in the centre of an education triangle that includes more than 20 colleges and universities within an hour's drive.
- Located in Burlington, Canada's highly ranked McMaster University's DeGroote School of Business offers MBA and executive education programs.
- The Sheridan Institute of Technology and Advanced Learning in Oakville offers a wide range of full-time day courses, including its renowned animation, arts and design programs.

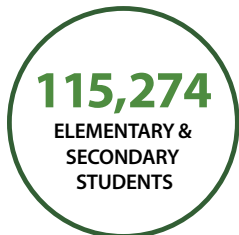


Post-secondary Education

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



¹ Statistics Canada, Census 2016



Hospitals

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

Georgetown Hospital

The Georgetown Hospital opened in 1961, and its most recent improvements include upgrades to its roofs, windows, HVAC system, fire alarms and back-up generators completed in 2017. Halton Healthcare Services is currently planning for its redevelopment.

Milton District Hospital

The Milton District Hospital opened in 1959. It completed a 330,000 sq. ft. expansion in 2017, which added a new building for clinical services, 66 inpatient beds and a new Magnetic Resonance Imaging (MRI) machine to provide patient-centred care.

Oakville Trafalgar Memorial Hospital

The \$2 billion state-of-the-art Oakville Trafalgar Memorial Hospital offers a full range of health services. It opened in 2015, and in 2017, it was recognized by the American College of Surgeons for achieving excellent outcomes in surgical patient care.

Joseph Brant Hospital (Burlington)

Joseph Brant Hospital opened in 1961, and its most recent renovations use technology, open spaces and calming environments to support patient health. These upgrades include a new seven-storey patient tower completed in 2017 and the redevelopment of its existing North Tower in 2018.



Physician Engagement

Halton Region is dedicated to the health and well-being of all residents. Providing Halton doctors with valuable public health information is an important step towards reaching that goal. By collaborating with our Local Municipalities, hospitals, clinics and community representatives, as well as our local doctors, our Physician Engagement program supports physicians in caring for their patients.

Regional Economy

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

Halton Region Small Business Centre

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

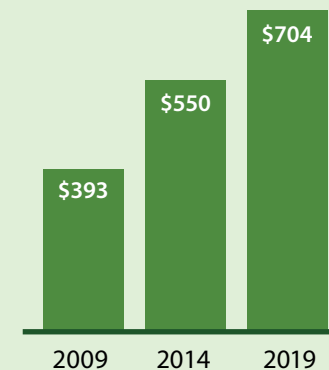
The Halton Global Business Centre program provides export development and scale-up support. Services include export counseling, market assistance, workshops, information on government programs and funding and networking opportunities.

Economic Development Services

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

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

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



Since 2009, Halton Region's Industrial, Commercial and Institutional (ICI) sectors have seen annual average growth of 15 per cent.

¹ Statistics Canada, Building Permits Survey

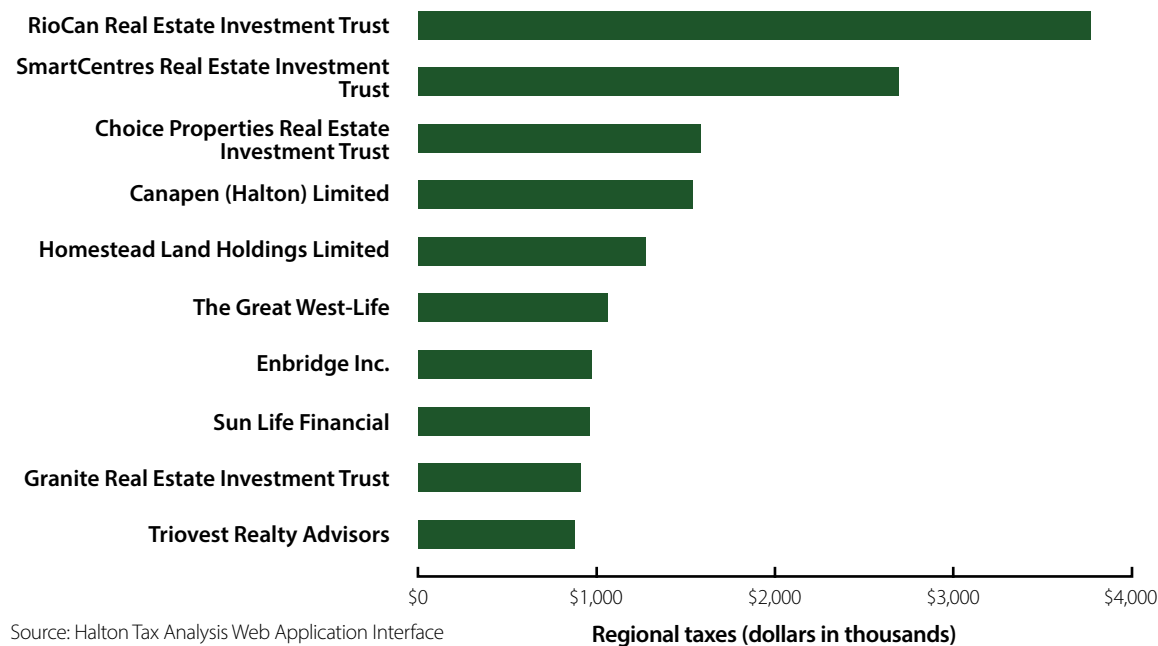
Top 10 Private Sector Employers in Halton in 2019

(Based on number of employees)

Business Name	Location	Sector
Ford Motor Company of Canada Ltd.	Oakville	Automotive Assembly & Headquarters
Karmax Heavy Stamping (Magna)	Milton	Automotive Parts Manufacturing
Gordon Food Service	Milton	Food & Beverage Distribution
Evertz Microsystems	Burlington	Electronics Manufacturing & Headquarters
Sofina Foods Inc.	Burlington	Food Processing
Modatek Systems (Magna)	Milton	Automotive Parts Manufacturing
Siemens Canada	Oakville	Engineering Technology & Headquarters
Collins Aerospace	Oakville	Aerospace Parts Manufacturing
Mold Masters Ltd.	Halton Hills	Injection Mold Systems Technology
Aviva Canada	Oakville	Insurance Services

Source: Halton Economic Development, Halton Employment Survey

Principal Corporate Taxpayers in 2019



Source: Halton Tax Analysis Web Application Interface



Halton Regional Council



Council photo taken in 2018

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

Council agendas, meeting schedules, documents and streaming video are available online at halton.ca.

Council listing

Front Row (left to right):

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

Middle Row:

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

Back Row:

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

Halton Region

Budget and Business Plan 2021

Introduction



2019-2022 Strategic Business Plan

Our Council-approved 2019-2022 Strategic Business Plan sets the objectives and specific actions that help achieve our vision and shape the future.

The strategic planning process also ensures a strong alignment between Council priorities, our corporate and departmental business planning and processes, and the Region's Budget and Business Plan.

Regional Council identified five strategic themes, each with key objectives and specific actions that reflect current social, demographic and economic conditions

and priorities. The Plan was developed through feedback from the public and collected through a consultation process that included digital feedback forms, online surveys, social media engagement and a series of in-person open houses. The development of the Plan also relied on insight from community partners, stakeholders and staff who play an important role in program and service delivery. The Plan identifies the actions that need to be undertaken over the term to achieve these objectives and their respective outcomes.

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

Planning and Growth Management

Ensuring that the necessary infrastructure and services are in place to maintain the high quality of life as the Region continues to grow.



Transportation and Infrastructure

Investing and delivering on capital improvements that provide efficient and safe transportation options and maintain infrastructure in a state-of-good-repair.



Community Well Being

Collaborating with partners to deliver the programs, services and supports that the community needs to be safe and healthy.



Environmental Sustainability and Climate Change

Protecting and enhancing the natural environment and reducing our collective carbon footprint to mitigate the impacts of climate change.

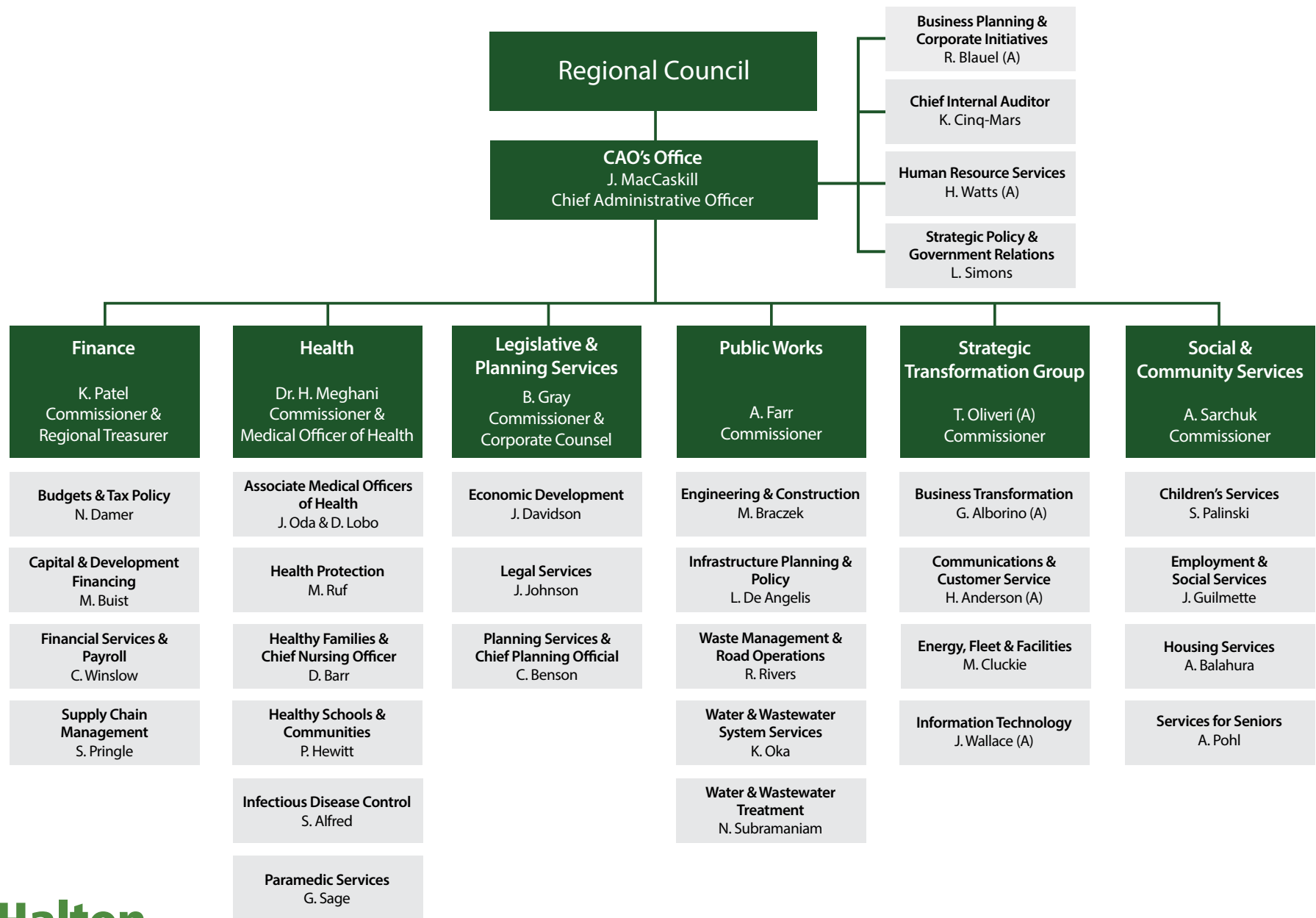


Effective Government

Transforming service delivery through innovation, technology and process improvements. Maintaining a strong financial position is critical for the future.



Halton Region's Corporate Organization



Departments and Services

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

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

Health

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



Throughout 2020, the Health Department has provided critical support to the community in response to COVID-19. In 2020, 1,800 COVID-19 case investigations are projected with 90% follow-up within 24 hours, and 67 COVID-19 respiratory outbreak investigations are projected at various workplaces and institutional settings.



Highlights:

- 26 emergency vehicles and 252 paramedics deployed in 2019 to provide ambulance services in Halton
- 54,091 paramedic calls answered and 33,353 patients transported in 2019
- 110,895 influenza vaccines distributed to community partners in 2019
- 11,878 contacts with parents of children and youth receiving parenting information at groups, seminars and consultations in 2019
- 5,228 inspections of food premises completed in 2019
- 19,680 children screened in 2019 for oral health in elementary schools

Departments and Services - continued

Social & Community Services

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

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



Throughout 2020, the Social & Community Services department provided critical services in response to COVID-19. In 2020:

- 204 children received emergency child care & 283 child care centres were supported to reopen safely
- 410 emergency assistance applications were processed, 201 temporary emergency shelter spaces were established, and 6,411 essential goods packages were delivered
- over \$3.1 million was invested in community programs for vulnerable residents utilizing Regional, provincial and federal funding

Highlights:

- Child care fee assistance for 4,926 children in 2019
- Increase of 737 licensed child care spaces within Halton in 2019, from 29,440 to 30,177
- Financial assistance to an average of 2,108 Halton Ontario Works caseloads per month in 2019
- 8,297 residents accessed Employment Halton Services in 2019
- Oversight of 5,171 housing units in 2019, of which 2,210 are directly operated by Halton Community Housing Corporation
- Development of 50 new assisted housing opportunities in 2019, for a cumulative total of 814 new units since 2014
- Funding for 58 community projects and programs through the Halton Region Community Investment Fund in 2019, using one-year and multi-year funds for a total of \$2.7 million
- Direct care and service to older adults in 2019 through 572 beds at Regionally operated long-term care homes

Departments and Services - continued

Legislative & Planning Services

The Legislative & Planning Services department provides support to the organization and community stakeholders through the delivery of Planning Services and Economic Development. The Legal Services division is included under the Corporate Administration section.

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



Highlights:

- 30,248 hectares of land designated for development
- 695 development applications received and processed in 2019
- 8,306 hectares of land designated as employment areas
- 50 per cent of region protected as part of Halton's Natural Heritage System
- 695 hectares of wooded areas, wetlands and meadows maintained in 14 Regional forest tracts
- Ongoing implementation of the 25-year Burlington Beach Waterfront Park Master Plan and nearing completion of the Burloak Waterfront Park
- 962 small business consultations conducted in 2019
- 57 small business seminars/workshops held in 2019, attended by 1,151 entrepreneurs and small business clients
- Programs that support agriculture and agri-tourism, including Simply Local (now available on the OneHalton mobile app), agricultural forums, farm and food tours, hosting of "Environmental Farm Plan" and "Grow Your Farm Profits" workshops and the Agricultural Community Development Fund

Departments and Services - continued

Public Works

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

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



Highlights:

- 97,785 tonnes of residential garbage collected and disposed in 2019
- 131,535 tonnes of residential Blue Box and organic materials, diverted from the landfill in 2019
- 1,131 paved lane kilometres of roadway maintained in 2019
- 96 bridges and 192 major culverts maintained in 2019
- Operation and maintenance of 266 signalized intersections in 2019
- 6,461 streetlights maintained in 2019
- Treatment of more than 61 million cubic metres of water and more than 90 million cubic metres of wastewater in 2019
- Operation and maintenance of 12 water treatment plants (treatment provided prior to distribution), 21 municipal wells, seven wastewater treatment plants and one biosolids facility in 2019. In April 2020, the Milton Wastewater Treatment Plant (WWTP) was closed resulting in six active plants remaining currently in the Region
- Operation and maintenance of more than 2,317 kilometres of watermains, six bulk water stations, 22 reservoirs and storage facilities, 15 booster stations, more than 1,952 kilometres of wastewater mains, and 80 pumping stations in 2019

Departments and Services - continued

Corporate Administration

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

AAA Credit rating 32 years in a row



Highlights:

- Development of annual Budget and Business Plan
- Achieved AAA credit rating
- Achieved annual tax rate at or below inflation
- Awarded the Distinguished Budget Presentation Award for the past 16 years, with the most recent received for the 2020 Budget and Business Plan
- Awarded the Canadian Award for Financial Reporting for the past 13 years, with the most recent received for the 2018 Annual Financial Report
- Continued advocacy to Provincial and Federal governments
- Greater Toronto's Top Employers Award
- 1.7 million visits to Halton's website in 2019, and operation of five Regional social media channels
- 348,674 service requests received by Access Halton in 2019
- Five emergency planning exercises and five drills completed in 2019
- 35 Regional Council and Committee meetings supported by Legal Services in 2019
- 25,539 Facilities Services work requests (preventative and demand) completed in 2019

Recent Awards

Accreditation

Services for Seniors Division
Commission on Accreditation of Rehabilitation Facilities (CARF)

Distinguished Budget Presentation Award

2020 Budget and Business Plan
Government Finance Officers Association of the United States and Canada

First Call Resolution Improvement Award

Access Halton
Service Quality Management Group

Greater Toronto's Top Employer Award 2020

Halton Region
Mediacorp Canada Inc.

Highest Customer Service by Industry Award for Government

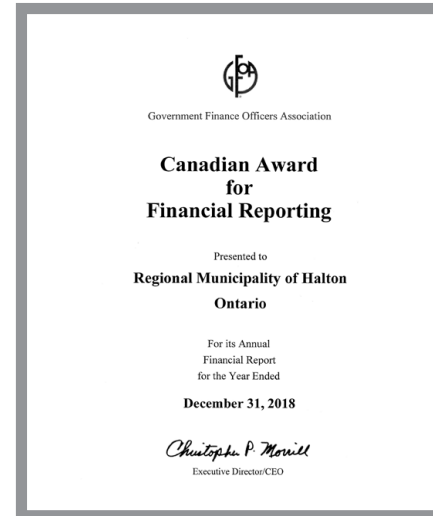
Access Halton
Service Quality Management Group

Phase III 2020 First Year Directors Award for Water Treatment

Burlington Water Purification Plant, Burloak Water Purification Plant and
Oakville Water Purification Plant
American Water Works Association (AWWA)

2020 Maintenance Team of the Year Award

Regional Municipality of Halton
Plant Engineering and Maintenance Association of Canada (PEMAC)



Canadian Award for Financial Reporting

2018 Annual Financial Report
Government Finance Officers Association of the United States and Canada



2019 Public Works Project of the Year Award (\$2M to \$10M), Environment Category

Prospect Park Water Purification Plant
Ontario Public Works Association (OPWA)

One click | One tap | One call | **One Halton**

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

Halton Region Services

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

It's easy to access Regional programs and services



Download the OneHalton app



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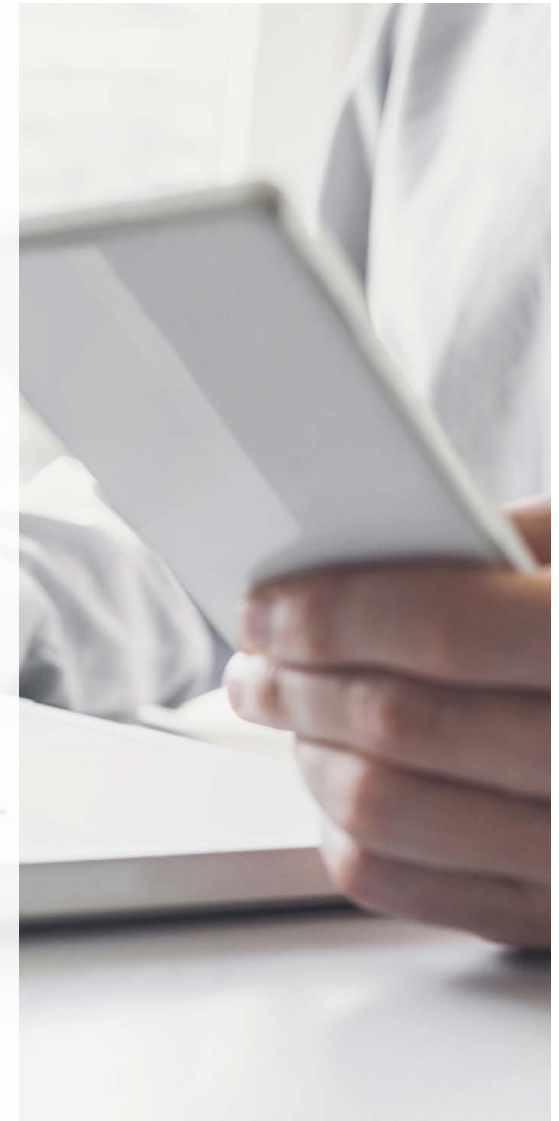


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Property Tax Impact

The 2021 combined impact of Regional and Police Services is a 1.8% increase in property taxes, which is comprised of 1.5% for Regional Services and 2.5% for Police Services. The property tax impact of Regional and Police Services per \$100,000 current value assessment (CVA) will increase from \$266 in 2020 to \$272 in 2021. The 2021 property tax impact for Regional Services is an increase of \$3 and the impact for Police Services is an additional \$3, resulting in a combined increase of \$6 per \$100,000 CVA.

For example, for a household with \$500,000 CVA, the Regional tax increase would be \$30 including Police Services. This is calculated based on dividing the assessed household value of \$500,000 by \$100,000 and multiplying the calculated value (5) by the total Regional tax increase per \$100,000 CVA of \$6.

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

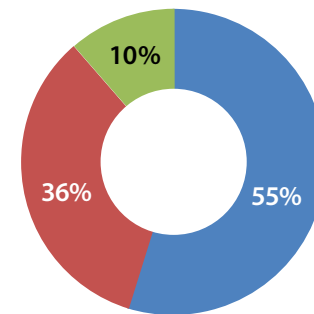
	2020 Actual	2021 Budget	\$ Change	% Change
Regional Services	\$168	\$171	\$3	1.5%
Police Services ²	\$98	\$101	\$3	2.5%
Regional Taxes¹	\$266	\$272	\$6	1.8%

Schedule may not add due to rounding.

¹ Based on projected 1.7 per cent assessment growth.

² Approved by Police Services Board.

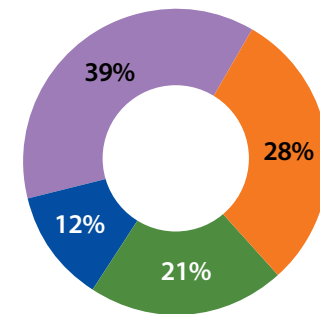
Average Ontario Family Tax Bill Breakdown^{3,4}



Federal Provincial
Municipal

Figures may not add due to rounding.

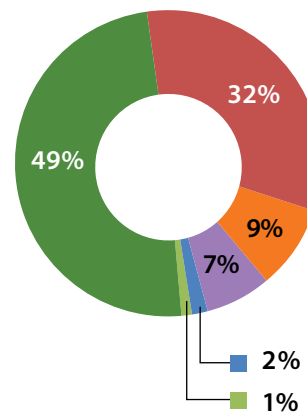
Percentage Share of 2020 Property Tax Bill



Local Education
Region Police

Figures may not add due to rounding.

2021 Tax-Supported Budget Revenues by Funding Source (\$000s)



Figures may not add due to rounding.

Property taxes
\$285,847
Provincial subsidies
\$187,306
Investment income
\$51,383
Program & other revenue
\$39,988
Federal subsidies
\$9,166
Supplementary taxes
\$6,500

³ Fraser Institute's Canadian Tax Simulator, 2019.

⁴ 2020 figures not available as of 2021 Budget Book print due to delays in data release caused by COVID-19.

Halton Region

Budget and Business Plan 2021

Executive Summary



Executive Summary

The 2021 budget book focuses on Regional Services governed by Halton Regional Council. The Halton Regional Police Service (HRPS) budget is included in some of the summary tables as the *Police Services Act, 1990*, requires that Police Service Boards submit operating and capital estimates of maintaining the police force and providing it with the necessary equipment and facilities to Regional Council. Also included in the Regional Services budget are the municipal levy requests from Conservation Authorities, whose budgets are approved by the relevant Conservation Authority's Board.

The 2021 budget for Regional Tax-Supported services results in a **1.5% tax increase** in the Regional share of property taxes (excluding Police Services). This is consistent with Regional Council's priority of maintaining tax rate increases at or below the rate of inflation while delivering high quality services to Halton residents. The 2021 budget for Police Services includes a net tax increase of 2.5%, resulting in a combined tax increase of 1.8%.

The 2021 budget for Water and Wastewater Rate-Supported services has a **2.6% rate increase**, which is comprised of a 2.1% increase driven by capital financing required to support the State-of-Good-Repair capital program and a 0.5% increase to operate and maintain the water and wastewater system.

2021 Regional Property Tax Impact including Halton Regional Police Service

Property taxes fund Regional programs and services including social services, Regional road operations, housing services, waste management, public health programs, paramedic services and other Regional services. Property taxes also fund Police Services, and provide funding for Conservation Authorities, the Royal Botanical Gardens, and the North Halton Mental Health Clinic, which is operated by Halton Healthcare. Water and wastewater services are not funded by property taxes. These services are fully funded by water and wastewater rates, which are described in the Water and Wastewater Overview section.

The Regional 2021 Tax-Supported net expenditure budget is increasing by 3.2%, and includes a 1.7% assessment growth assumption for a net tax rate increase of 1.5%. The Regional tax rate increase of 1.5% is lower than the 2.0% budget guideline which was set out in Report No. FN-26-20 (re: 2021 Budget Directions) on July 15, 2020. The Police Services guideline was a 3.7% increase before assessment, which has been approved by the HRPS Board at a 4.2% increase, reflecting the 3.7% guideline provided by Regional Council plus 0.5% to offset the impact of decreases in Provincial funding. The 2021 combined impact of Regional Services and Police Services is a 1.8% increase in property taxes, which is comprised of 1.5% for Regional Services and 2.5% for Police Services. The Regional Tax-Supported budget is detailed in the Tax Overview section.

2021 Budget Combined Tax Impact			
	Net Expenditure Increase	Assessment Growth	Tax Increase
Regional Services	3.2%	1.7%	1.5%
Police Services	4.2%	1.7%	2.5%
Regional & Police Services	3.6%	1.7%	1.8%

For illustrative purposes, the property tax impact per \$100,000 current value assessment (CVA) is an increase of \$3 for Regional Services and the impact for Police Services is an additional \$3, resulting in a combined increase of \$6 per \$100,000 CVA. The Regional tax increase including Police Services for 2021 would be \$30 for a household with a CVA of \$500,000. This is calculated based on dividing the assessed household value of \$500,000 by \$100,000 and multiplying the calculated value (5) by the total Regional tax increase per \$100,000 CVA of \$6.

Property Tax Impact of Regional Government Services (Per \$100,000 CVA)*						
	2020		2021		Change	
	Actual		Budget		\$	%
Regional Services	\$	168	\$	171	\$	3 1.5%
Police Services**		98		101		3 2.5%
Total Regional Taxes*	\$	266	\$	272	\$	6 1.8%

Schedule may not add due to rounding.

* Based on projected 1.7% assessment growth

** Approved by Halton Police Board

There are still many unknown variables related to COVID-19 including the duration of the pandemic and recovery. Throughout the development of the 2021 budget, staff continued to monitor the impacts of COVID-19, the one-time provincial relief funding available to mitigate the impacts, and the projected recovery plan, and have identified pressures that are projected to extend into 2021. In addition, there continues to be Provincial impacts that are still not known specifically related to funding models and programs that the Province has communicated will be changing or are currently under review. Given these uncertainties, the 2021 budget was developed incorporating the latest information available while identifying risks and pressures. There will be a continued focus on core services, continuous improvement and finding cost efficiencies in all program areas to achieve the targets set, while supporting the objectives, outcomes and actions identified in our 2019–2022 Strategic Business Plan. The 2021 Budget and Business Plan also details how we will continue to invest in critical program enhancements and essential services to support residents and businesses as the community continues to respond to COVID-19.

2021 Water and Wastewater Rate Impact

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

The 2021 Water and Wastewater Rate-Supported Budget has a 2.6% increase, which is primarily driven by capital financing required to support the State-of-Good-Repair capital program, as detailed in the Water and Wastewater Overview section. The water and wastewater rate increase of 2.6% is lower than the 3.5% budget guideline set out in Report No. FN-26-20. The 2021 Rate-Supported Budget includes the assumptions of 0.0% consumption growth and 1.5% customer growth.

2021 Budget Rate Increase				
	Net Expenditure Increase	Customer Growth	Consumption Growth	Rate Increase
Water & Wastewater Services	3.3%	1.5%	0.0%	2.6%

As shown in the following table, for a typical residential home using 250 cubic metres (m³) of water per year, this will result in an additional \$27 in 2021 for water and wastewater charges combined.

Rate Impact On a Typical Household (250 m ³ / Year)					
	2020		2021		Change*
	Budget		Budget		\$ %
Water	\$	478	\$	492	\$ 14 3.0%
Wastewater		554		567	12 2.2%
Total	\$	1,032	\$	1,059	\$ 27 2.6%

Schedule may not add due to rounding

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

2021 Budget Overview

The 2021 requested gross operating budget is \$818.6 million for Regional Services and \$179.6 million for Police Services, resulting in \$998.2 million for combined services. The \$818.6 million gross operating budget for Regional Services includes financing of \$214.8 million for the Region's capital program. The increase in the gross operating budget for Regional Services is \$24.5 million, comprised of \$17.6 million for tax-supported services and \$7.0 million for rate-supported services.

2021 Gross Operating Budget of Regional Government Services					
\$000s	2021			2020	
	Tax Budget	Rate Budget	Requested Budget	Approved Budget*	Change
Regional Services	\$ 580,190	\$ 238,428	\$ 818,618	\$ 794,108	\$ 24,510
Police Services	179,571	n/a	179,571	173,654	5,916
Total	\$ 759,761	\$ 238,428	\$ 998,189	\$ 967,762	\$ 30,427

Schedule may not add due to rounding.

*Operating Budget for Regional Services restated as set out in FN-26-20

The 2021 requested Gross Capital Budget is \$459.9 million, consisting of \$453.6 million for Regional Services and \$6.2 million for Police Services. The Gross Capital Budget is financed by reserves, development charges, debt and other external recoveries. Included in the gross operating budget above are transfers to capital reserves to support the infrastructure programs.

2021 Gross Capital Budget of Regional Government Services					
\$000s	2021			2020	
	Tax Budget	Rate Budget	Requested Budget	Approved Budget	Change
Regional Services	\$ 196,026	\$ 257,613	\$ 453,639	\$ 602,024	\$ (148,386)
Police Services	6,239	n/a	6,239	8,627	(2,388)
Total	\$ 202,265	\$ 257,613	\$ 459,878	\$ 610,652	\$ (150,774)

Includes financing costs, schedule may not add due to rounding

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

As part of the annual budget development process, the Region ensures continued financial sustainability through effective financial planning and risk management, which results in maintaining a AAA credit rating and tax rate increases at or below the rate of inflation. For the 2021 budget, the Region (excluding Police Services) has been successful in delivering a property tax increase below the rate of inflation while maintaining or enhancing services. To achieve this objective, the 2021 budget has been prepared based on the following budget principles:

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

The following chart highlights the process undertaken to prepare the 2021 Tax and Rate-Supported budgets.

2021 Budget Process						
	Report	Date	Tax Increase	Assessment Growth	Rate Increase	Consumption / Customer Growth
2021 Forecast	FN-45-19	December 11, 2019	2.4%	1.7%	3.5%	0.0% / 1.4%
2021 Budget Directions	FN-26-20	July 15, 2020	2.0%	1.7%	3.5%	0.0% / 1.4%
2021 Budget	FN-44-20	December 16, 2020	1.5%	1.7%	2.6%	0.0% / 1.5%

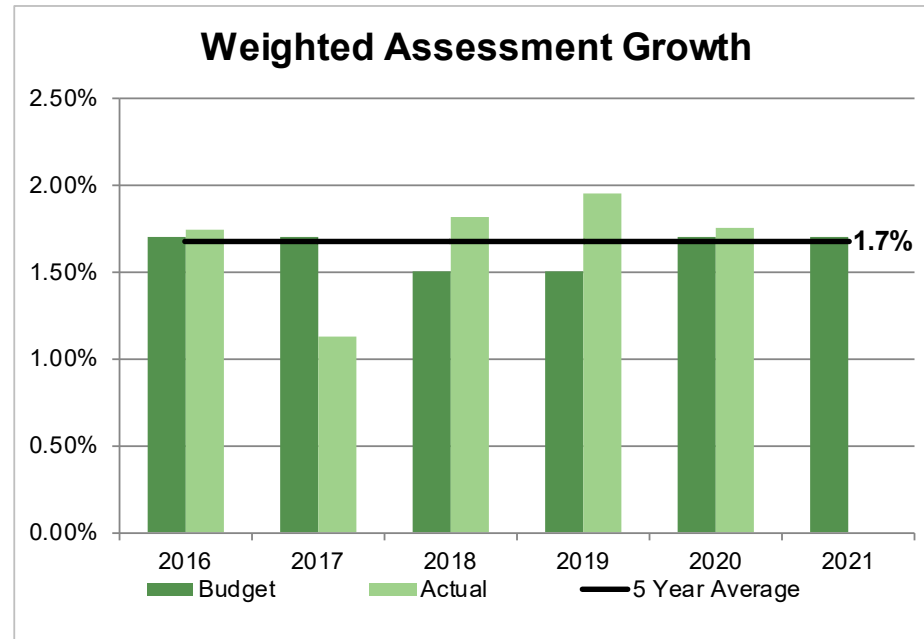
Tax-Supported Budget

The 10-Year Operating Budget Forecast in the 2020 Budget and Business Plan (FN-45-19) projected the tax increase for Regional programs in 2021 to be 2.4%. The forecast was developed based on existing program financing plans, program-specific assumptions with respect to provincial funding, and expected inflationary and growth factors.

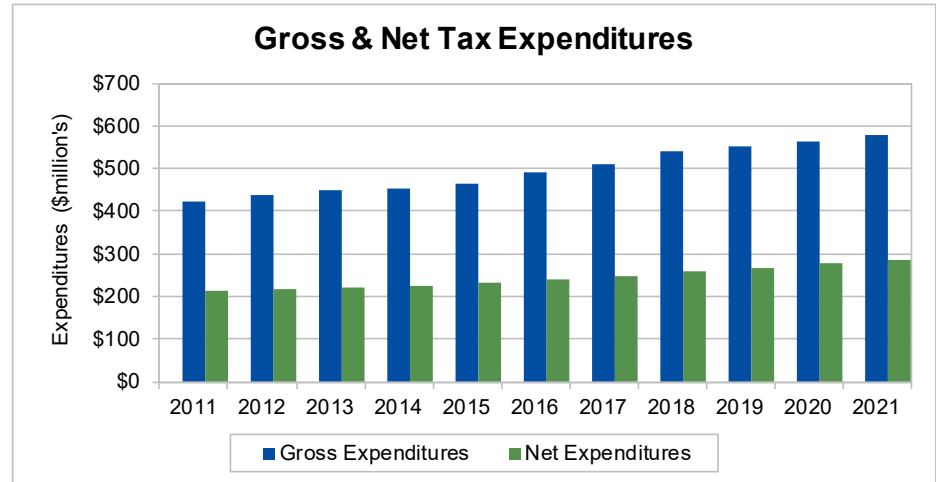
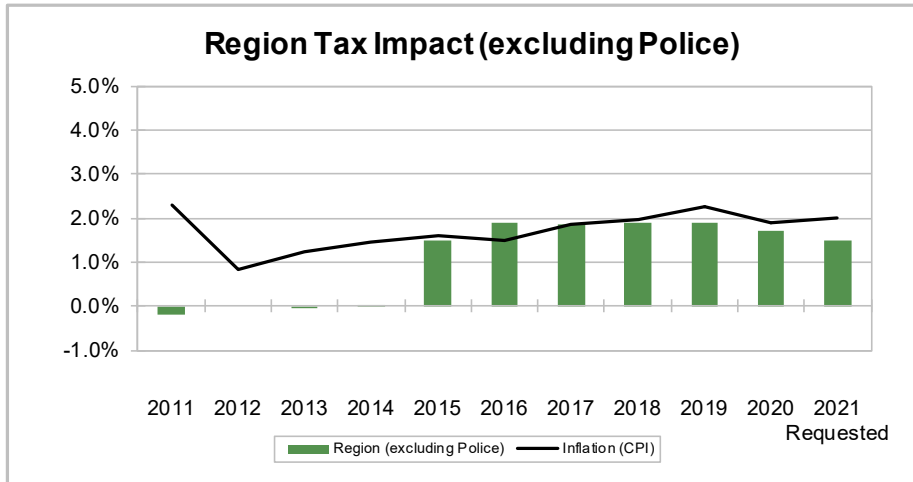
For the 2021 Budget Directions (FN-26-20), the tax forecast budget model assumptions reflected updated information, including adjusted program financing plans, assessment growth and Provincial funding announcements. The tax increase was set at a guideline of 2.0% which aligned with Council's priority of a tax rate increase at or below the rate of inflation.

Through the development of the 2021 budget, staff undertook a detailed review of program budgets, confirmed funding assumptions based on the latest information available, and identified strategies to incorporate savings into the budget. This has resulted in a tax rate increase of 1.5% for Regional services which aligns with Council's priority of tax rate increases at or below the rate of inflation.

When estimating assessment growth, it is important to look at historical data as well as implications of a development allocation program. As shown in the chart below, the actual assessment growth has fluctuated, with growth ranging from 1.13% -1.95% over the past 5 years. Through the 2021 Budget Directions, based on the 5-year average and consistent with the forecast, it was recommended that 1.7% assessment growth be used to prepare the 2021 budget. Given the uncertainty around the impacts of COVID-19 on development, there is a risk of not achieving the 1.7% assessment growth target in 2021, however any potential shortfall in assessment growth is anticipated to be temporary in nature and would be funded through a one-time transfer from the Tax Stabilization reserve, as set out in Report No. FN-44-20 re: "2021 Budget and Business Plan and Disposition of the 2020 Surplus".



The chart below provides the history of property tax increases for Regional services (excluding Police Services) in Halton for the last 10 years. The Region has been successful in delivering an average property tax increase of 1.1% for Regional Services (excluding Police Services) from 2011 to 2020, while maintaining or enhancing core services as outlined in the Strategic Investments section. The Region has been able to keep average property tax rate increases at or below the rate of inflation even though gross expenditures have been increasing at an average rate of 3.0%, while net expenditures (after deducting subsidies and other revenues and recoveries) have been increasing at an average rate of 2.8%. Net expenditure increases were offset by the increase in the Region's assessment base due to average growth of 1.8% over the same 10-year period, resulting in an average tax increase of 1.1%. Halton has for many years identified savings and reallocated resources to priority areas to address program pressures and service levels. Many of these savings and efficiencies have been identified in the budget book which has helped bring the tax increase down to the average of 1.1%.



Rate-Supported Budget

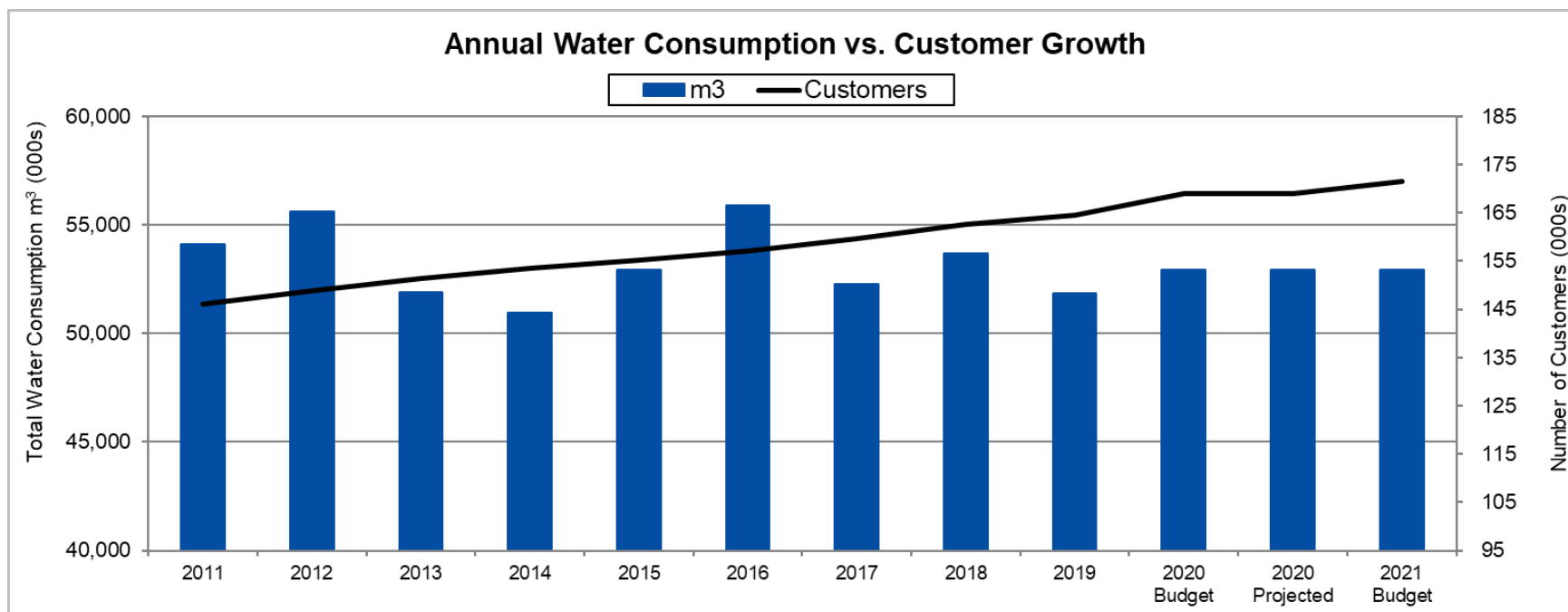
The 10-Year Operating Budget Forecast in the 2020 Budget and Business Plan projected the rate increase in 2021 to be 3.5%. The forecast was developed based on existing program financing plans, program-specific assumptions with respect to expected inflationary and growth factors. For the rate forecast budget model, Budget Directions (FN-26-20) maintained the water consumption (0.0%) and customer growth (1.4%) projected in the forecast and included capital financing based on the Asset Management Plan as set out in Report No. PW-28-17 (re: Public Works Asset Management Program Update, 2017). The 2021 Budget Directions also recognized that some program enhancements would be needed to address growth and other program pressures in order to maintain service levels. Based on these factors, Council approved the 2021 Budget Directions with a rate increase not to exceed 3.5%.

As shown below, Halton's average Water and Wastewater rate increase since 2010 has been 3.9%, while average increases in other municipalities across the Greater Toronto Area and Hamilton over the same period have been higher. The increases in the water and wastewater rates are largely driven by requirements to support the state-of-good-repair capital program, with increases to support operations and maintenance maintained at or below the rate of inflation. The Strategic Investments section outlines investments made in Water & Wastewater Services.



Municipality	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Average
Halton	0.0%	4.1%	3.5%	4.8%	4.3%	4.9%	5.0%	5.1%	3.8%	3.7%	3.3%	3.9%
Toronto	9.0%	9.0%	9.0%	9.0%	9.0%	8.0%	8.0%	5.0%	5.0%	4.0%	3.0%	7.1%
Peel	5.0%	9.1%	8.0%	7.0%	7.4%	7.0%	9.0%	4.3%	6.5%	6.5%	7.2%	7.0%
Durham	7.2%	4.5%	6.4%	8.4%	6.5%	5.0%	5.0%	3.6%	4.0%	1.8%	2.3%	5.0%
Hamilton	4.0%	4.3%	4.3%	4.3%	4.0%	4.2%	4.7%	4.9%	4.5%	4.7%	4.1%	4.3%

Water consumption has varied over the years mainly due to changing seasonal conditions as shown in the chart below. As reported through FN-36-20 (re: Operating Budget Variance Report for the period ending August 31, 2020 and Capital Budget and project closure report for the period ending June 30, 2020), staff are projecting that increased seasonal consumption will offset the impacts anticipated in the Industrial, Commercial and Institutional sector resulting from COVID-19 related business closures in 2020. The 2021 budget continues to reflect average consumption which includes both dry and wet seasonal conditions, with 0.0% consumption growth projected for 2021. While there is no growth projected for water consumption, the number of water and wastewater customers continues to grow, and the 2021 budget reflects this trend with a 1.5% increase in customer growth.



2021 Budget Key Drivers

COVID-19 Impacts

The COVID-19 pandemic has had an unprecedented impact throughout Halton and around the world. Throughout the COVID-19 emergency, the Region continues to deliver essential services that support the safety and well-being of residents. The situation continues to evolve and change rapidly, with new information and impacts developing daily. While there are still many unknown variables including the duration of the pandemic and recovery, the 2021 budget plans for a continued response to COVID-19 to allow for an agile approach. Both temporary and permanent impacts related to COVID-19 are anticipated and have been included in the 2021 budget. The 2021 budget includes continued temporary staff support in Public Health and Long-Term Care, and additional costs related to personal protective equipment, technology, deep disinfection cleaning and other facility-related costs to continue providing essential services and responding to the pandemic in 2021.

As shown in the table below, the 2021 budget includes \$12.3 million of COVID-19 related expenditures. Of this, \$5.3 million is funded from the COVID-19 Stabilization reserve, \$5.8 million is funded from additional Provincial subsidy, and \$1.2 million is included as a net Regional impact. The 2021 budget assumes an increase of \$5.8 million in provincial subsidy related to the COVID-19 response, consisting of \$4.3 million related to temporary staffing and other extraordinary requirements in Public Health and \$1.5 million in funding related to additional staffing proposed as strategic investments in Public Health and Long-Term Care that will be required on an ongoing basis. Of the \$5.8 million in provincial subsidy, only \$1.5 million has been confirmed by the Province which is for the School-Focused Nurses Initiative. Including \$4.3 million in additional unconfirmed funding (\$1.5 million ongoing and \$2.8 million temporary) is a measured risk in the 2021 budget but considered reasonable given the significant impacts of COVID-19 on both Long-Term Care and Public Health.

Additional one-time expenditures included in the 2021 budget in Paramedic Services, Long-Term Care, Housing and Corporate Administration are offset by transfers from the COVID-19 Stabilization Reserve, which is funding received in 2020 through Phase 1 of the Safe Restart Agreement and carried forward to 2021. As reported through Report No. FN-36-20, on August 12th, 2020, the Provincial government announced that, in partnership with the Federal government, Ontario municipalities would be provided up to \$1.6 billion in the first round of emergency funding under the Safe Restart Agreement. In Phase 1, \$695 million was provided to help all municipalities address operating pressures related to the COVID-19 pandemic, of which Halton Region received \$12.6 million. This funding can be used to address operating costs and pressures related to the COVID-19 pandemic in 2020, and may be carried forward to address COVID-19 costs and pressures in 2021. Also reported in FN-36-20, there is a projected unfavourable variance of \$7.3 million for tax-supported services in 2020, which includes the estimated financial impact of COVID-19 based on the information currently available and projections to the end of the year. The \$12.6 million in funding will be used to fund the anticipated shortfall of \$7.3 million at year-end, and the remaining \$5.3 million in funds will be carried forward to support COVID-19 pressures in the 2021 budget, as shown in the table below.

2021 Budget - COVID-19				
\$000s	Gross Expenditures	COVID-19 Reserve Transfer	Provincial Funding	Net Regional Budget Impact
Public Health - COVID-19 Response	\$ 2,798	\$ -	\$ (2,798)	\$ -
Public Health - School-Focused Nurses Initiative	1,494	-	(1,494)	-
Public Health - Strategic Investments	762	-	(374)	388
Paramedic Services	811	(673)	-	138
Long-Term Care - COVID-19 Response	2,580	(2,546)	-	34
Long-Term Care - Strategic Investments	1,782	-	(1,177)	605
Housing Services	751	(751)	-	-
Corporate Administration	1,328	(1,328)	-	-
Total	\$ 12,306	\$ (5,299)	\$ (5,843)	\$ 1,165

Schedule may not add due to rounding

Public Health: The 2021 budget for Public Health includes \$2.8 million in expenditures to continue responding to the COVID-19 pandemic which is comprised of costs to extend temporary staff support including 22 Public Health Nurses, a Manager and 2 Supervisors through 2021, as well as other operational costs including courier services for vaccine deliveries, and hall rental costs as a contingency to provide immunizations in lieu of using schools. Provincial funding is anticipated for the \$2.8 million in additional temporary costs, but has not been confirmed. Provincial funding has been confirmed for the School-Focused Nurses Initiative to provide support to Halton school boards and schools in facilitating public health and preventative measures related to the COVID-19 pandemic for the remainder of the 2020/2021 school year with an additional 28 temporary nurses. One-time funding of \$1.5 million is included for this in the 2021 budget.

The COVID-19 response has highlighted staffing requirements in Public Health that are expected to be ongoing beyond the pandemic. Additional permanent positions are required to address increased needs for prevention and control of infectious diseases, particularly COVID-19, as required by the Ontario Public Health Standards. The following strategic investments are proposed in the 2021 budget, and include provincial funding anticipated based on the current cost-share level, however this funding has not been confirmed.

- **Infectious Disease Control Staffing \$645,000** for 5.0 FTEs comprised of an Outbreak Manager, an Infectious Disease Nursing Advisor, an Infection Control Coordinator and two Public Health Nurses to support long-term needs for infectious disease prevention and control. COVID-19 has increased the need for additional public health staffing to prevent and manage outbreaks and ensure all cases and contacts are followed up on within 24 hours, as required by the Ministry of Health. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$280,000.
- **Infection Control Coordinator \$132,000** to support the Enteric and Vector-borne Diseases team to respond to various infection prevention and control issues and assist in case and contact, and outbreaks of infectious disease in the community, regulated institutions and allied health care settings. This position will further support Public Health's ability to respond to various infection control issues. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$57,000.

- **Data Analyst \$118,000** to support the Public Health Surveillance and Evaluation team to collect, manage, analyze, and disseminate data to support public health program decisions, surveillance, communications and provide health information to the community and partners at both the local and provincial levels. This position will ensure compliance with provincial reporting requirements and provide the ability to have population health data to assess the health needs of the population, detect emerging health concerns and respond to health threats in our community. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$51,000.

Paramedic Services: Additional costs are expected to continue in 2021 for personal protective equipment and station cleaning related to COVID-19. The 2021 budget includes an increase of \$811,000 for these costs, \$673,000 of which is anticipated to be temporary in 2021 and as such, is funded through a one-time transfer from the COVID-19 Stabilization reserve, utilizing funds allocated from the Safe Restart Agreement Phase 1 funding. The remaining increase of \$138,000 is anticipated to be a permanent, ongoing requirement and as such is included as a Regional net impact.

Long-Term Care: Additional costs of \$2.6 million are included in the 2021 budget comprised of \$1.8 million for temporary support from 40 Resident Care Aides to screen visitors and cover any staffing shortages for 9 months, and \$800,000 for personal protective equipment. Of this amount, \$2.5 million is related to costs that are anticipated to be temporary in nature, and funded through a one-time transfer from the COVID-19 Stabilization reserve, utilizing funds allocated from the Safe Restart Agreement Phase 1 funding. The remaining \$34,000 reflects the ongoing increase required in personal protective equipment and is included as a net Regional impact.

In addition, experience in responding to COVID-19 in Long-Term Care has highlighted the need for additional staffing to strengthen resident care. This includes providing additional screening to ensure that infection control and customer service needs are met, increased clinical leadership support, an enhancement to the Life Enrichment program, staffing stability for the Quality Improvement/Risk Management program and support for frontline Personal Support Workers through positions that will ensure the provision of consistent training, knowledge, and change management support. The following strategic investments are proposed in the 2021 budget, and include provincial funding anticipated based on the current funding level, however this funding has not been confirmed.

- **Administrative Clerks \$465,000** for 6.0 FTEs to provide each Long-Term Care (LTC) home with front desk coverage 7 days a week. During the COVID-19 pandemic, significant resources have been required to manage building access, which includes enhanced screening of all individuals entering LTC homes to ensure that infection control and customer service needs are met. Temporary contract staff have provided this support during the pandemic, however a permanent solution is required to ensure that there is ongoing support for customer service needs, monitoring, access restriction, and visitor controls. This investment includes provincial funding anticipated based on the current funding level, for a net tax impact of \$138,000.
- **Quality and Integration Coordinator \$107,000** to stabilize and enhance the Quality Improvement/Risk Management (CQI/RM) team. The CQI/RM team monitors, analyzes, and mitigates risk in Long-Term Care operations, and improves resident care by developing and implementing quality improvements. This role is currently being resourced through a temporary contract; resourcing this position on a permanent basis will improve Halton's ability to move forward on some key initiatives and operational activities including the development of the dementia strategy, improved stakeholder communication activities in Services for Seniors and Older Adults Advisory Committee (OAAC) work.
- **Registered Nurses \$170,000** for 1.4 FTEs to provide a permanent, 7 day a week, Charge Nurse position to provide clinical leadership to ensure processes meet best practice guidelines. This position will address pressures related to increased resident clinical assessments, infection prevention, control risk assessments and processes, and heightened monitoring of both staff and residents. This investment includes provincial funding anticipated based on the current funding level, for a net tax impact of \$50,000.

- **Life Enrichment Therapists \$760,000** for 3.0 FTEs and 10,596.6 relief hours to enhance the Life Enrichment Program and ensure coverage is delivered 7 days a week. During the COVID-19 pandemic, through redeployment of staff, increased resident isolation was managed with enhanced one-to-one programming. The additional hours utilized during the pandemic provided a unique glimpse into the positive impact that additional Life Enrichment program support staff could have on resident health and well-being. Ongoing enhanced support is required to ensure that large group activities can be replaced with smaller, area-specific programming going forward, and that the positive impact on the health and well-being of residents observed during the pandemic can continue. This investment includes provincial funding anticipated based on the current funding level, for a net tax impact of \$228,000.
- **Personal Support Worker (PSW) Coordinators \$280,000** for 3.0 FTEs to provide a dedicated resource at each of the Long-Term Care homes to deliver support to the PSWs by assisting in the review of care assignments, workload issues, communication, new resident admissions, change initiatives, onboarding and other support. PSWs are frontline caregivers, comprising the largest staff group in the Services for Seniors division, and these new positions will ensure a coordinated approach to providing consistent training, knowledge, and change management support. This investment includes provincial funding anticipated based on the current funding level, for a net tax impact of \$83,000.

Housing Services: Additional resources are included in the 2021 budget to continue to provide safe shelter solutions for vulnerable individuals and families during the pandemic. \$751,000 has been included in the 2021 budget to fund additional homelessness shelter capacity to meet the increase in demand and to allow for safe physical distancing following Public Health guidance. This is funded through a one-time transfer from the COVID-19 Stabilization reserve in 2021, utilizing funds allocated from the Safe Restart Agreement Phase 1 funding.

Corporate Administration: The 2021 budget for Corporate Administration includes \$1.3 million related to the COVID-19 pandemic to provide for technology, cleaning, security and other facility-related costs, and additional costs related to by-law enforcement requirements. These costs are funded through a one-time transfer from the COVID-19 Stabilization reserve in 2021, utilizing funds allocated from the Safe Restart Agreement Phase 1 funding.

Strategic Business Plan

The following drivers of the 2021 budget reflect Council priorities as approved in the 2019-2022 Strategic Business Plan and are grouped by five strategic themes:

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



Effective Government

Halton's future success is dependent on its strong financial foundation and its commitment to invest in the state-of-good-repair of Regional infrastructure and assets. Enhancing public engagement and awareness of Regional programs to promote transparency and accountability are key objectives of this priority as the Region transforms service delivery through innovation, technology and continuous improvements. The 2021 budget continues to maintain service levels in the Region's core service areas and ensures delivery of the priorities identified by Regional Council. The budget has been prepared consistent with Council-approved priorities to ensure the Region continues to maintain a strong financial position.

The following drivers will be highlighted in the Effective Government section:

- Continuous Improvements
- Equity, Diversity and Inclusion
- Digital and Workplace Transformation
- Provincial Funding
- Financing Growth
- Regional Investments in Economic Development

Continuous Improvements

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

Key initiatives completed or underway in 2020 include:

- Launch of the COVID-19 dashboard on halton.ca to provide a current, interactive summary of COVID-19 cases in Halton (complete)
- Implementation of a new electronic documentation management system for Public Health COVID-19 Call Centre (complete)
- Process review of client service in the Ontario Works program (complete)
- Process review and technology implementation (YARDI) for the Halton Community Housing Corporation resulting in streamlined service delivery, improved data management, and improved client service
- Process review and technology implementation of an automated staff scheduling system in Paramedic Services
- Comprehensive review of purchasing and accounts payable to streamline processes through increased automation and improved internal controls
- Process review for inventory management within the Regional stores, including COVID-19 related personal protective equipment
- Implementation of Supervisory Control and Data Acquisition (SCADA) enhancements and upgrades to the water and wastewater systems to improve reliability, sustainability, resiliency and system security
- Continuing to augment the Asset Management Program to improve programming of the "state-of-good-repair program"
- Continuing to implement the Reliability Centred Maintenance Program to prolong the useful life of Assets and reduce State-of-Good-Repair Capital funding needs
- Implementing the American Water Works Association (AWWA) sponsored Partnerships for clean and safe water to optimize and improve the operational efficiency of the wastewater and water treatment and systems
- The Energy Resource Management study to identify sustainable and green initiatives to reduce operational carbon footprint (implementation in progress)
- Continued enhancements to Regional Enterprise systems, ensuring reliable and secure delivery of Financial, Customer Service and Work Order Management technology
- Continued implementation of technology enhancements to support the Regional Customer Access strategy
- Process review and optimization of dead end watermain flushing program to address seasonal needs and improve efficiency
- Review and update of the Energy Conservation and Demand Management Plan (complete)
- Conduct a Fleet Management Model Review (complete)

- Planning and delivery of the Halton Region Centre Redevelopment and Modernization Project
- Procurement preparation for an Advanced Traffic Management System to provide an efficient and safe region wide transportation network for all road users
- Procurement preparation of an Advanced Meter Infrastructure System to automate meter reading
- Establishment of an Engineering Management Office to ensure consistent and efficient delivery of the capital program (complete)
- Implementation of light emitting diode (LED) streetlights resulting in savings, reduced maintenance and reduced carbon footprint
- Development of the enterprise risk management system to ensure risks are identified, assessed and mitigated
- Development and implementation of a Construction Ambassador Program to improve communications and customer service (complete)
- Process review and business improvements in the administration of childcare fee subsidy (complete)
- Review of Early Learning and Childcare support services (complete)
- Implementation of the Memorandum of Understanding for an Integrated Halton Planning System that includes clear targets for advancing timely development reviews and clarifying roles and responsibilities for environmental planning review, among other improvements
- Key planning processes have been reviewed and refined to ensure timely approvals – this includes process supports being implemented, like a comprehensive development tracking system (DATS) as well as electronic application circulations
- The Small Business Centre providing key seminar content online in 2020 improving customer access and service delivery efficiency
- New electronic forms for applications to the Region's Tourism-Oriented Destination Signage (TODS) program, which directs resident and visitor traffic to qualified tourism-oriented operations in Halton; and applications for Exemptions under the *Retail Business Holidays Act* improving the customer experience of resident businesses
- Implementation of an electronic signature solution, DocuSign, for select document types from Finance and Legal to support the continuity of essential Regional programs and service delivery in a work from home environment (complete)
- Implementation of a financial reporting tool, Caseware, to streamline year-end working papers and automate the financial statements preparation (complete)
- COVID-19 Case and Contact Management Application
- COVID-19 form implementation for tracking staff re-deployments and leaves of absences (complete)
- Wellness Self-Assessment form implementation for visitors and staff (complete)
- Mask by-law form implementation
- LTC Visit Appointment Booking form implementation
- Dental Care Claim Fee Guide and new procedure code for COVID-19 implementation

Equity, Diversity and Inclusion

The significance and social awareness related to anti-black racism, discrimination, and Indigenous relationship building creates an important opportunity for Halton Region to engage in discussion, education and action on matters of inclusion and diversity. The following strategic investment included in the 2021 budget will support the development of enhanced initiatives in these critical areas:

- **Manager of Equity, Diversity and Inclusion \$339,000** – A Manager of Equity, Diversity and Inclusion is required to support the organization in work regarding anti-black racism, discrimination and Indigenous Relationship Building, and will provide leadership to work underway to achieve long-term, ongoing improvements, based on equity, inclusion and collaboration. This will include initiating cross departmental working groups, performing policy review and development, investigating internship and mentorship programs and setting up educational opportunities. In addition, work will be undertaken to build meaningful and lasting relationships with First Nations and Indigenous people, including: emphasis on cultural capacity training and Indigenous ways of knowing, commemoration and recognition. Professional services will be engaged with expertise in anti-black racism, Indigenous relationships and other expertise as required.

Digital and Workplace Transformation

A key objective in the 2019-2022 Strategic Business Plan is to leverage technology to improve service delivery and create efficiencies. The response to COVID-19 has accelerated this requirement as the dependency on technology has increased as many staff worked from home and services became increasingly reliant on electronic service delivery. The following strategic investments are proposed which will streamline business processes, implement new technologies to transform service delivery, improve the customer experience, increase services available to residents, and reduce risks.

- **Enterprise Architecture Strategist \$165,000** to plan, design and support the implementation of technology capabilities that enable the delivery of many of the actions in the 2019-2022 Strategic Business Plan, ensuring proper planning and visioning to offer connected services to residents through digital channels, reduced costs, reduced time and coordinated effort to integrate the independent systems.
- **Manager of IT Security and System Integration \$164,000** to lead the implementation of IT security architecture leveraging the Region's existing and future state security technology and controls, and the Region's Cybersecurity Strategy and manage the day to day operation of security systems and tools. This position will also advise on the establishment and monitoring of security protocols and policy reporting.
- **Senior Systems Analyst \$132,000** to become a leading role for software implementation, upgrades & updates, and support for Payroll and SAP SuccessFactor applications. Halton has successfully implemented internal Payroll and SAP SuccessFactor TRAKS applications, and in addition, has begun the implementation of a new Recruitment and Onboarding solution from SAP SuccessFactor. This position will provide application support and lead the ongoing implementation of system improvements for Payroll and SuccessFactor modules.
- **Systems Analyst \$121,000** to provide system administration, upgrades & updates, and support for the HANSEN application, which is a critical application with in-depth customization that is highly integrated with the SAP financial application, Geographic Information System (GIS) and Siebel Customer Relationship Management (CRM) systems. To ensure support is provided for system administration, troubleshooting, performance monitoring, and applying regular updates and upgrades ensuring the reliability of the system, an additional Systems Analyst is required. The position will provide support to, and be recovered from, the rate-supported operating budget.
- **Network Analyst \$121,000** to monitor and analyze network performance across the Region's Local Area Network, Wide Area Network, and wireless infrastructure. With the growth in the Region's Voice and Data network, and rapidly evolving changes in connectivity, there is increased complexity and support challenges to ensure that network performance is stable and secure. This additional Network Analyst will plan, implement, replace and support critical network infrastructure components, supporting growth in Regional infrastructure. This position will also support significant enterprise projects enabling digital transformation, including the Advanced Meter Infrastructure and Advanced Traffic Management System projects.

As our workplace continues to transform in response to various pressures and opportunities, focus continues to be in supporting staff with wellness and disability support and ensuring our policy framework is modern and appropriately responds to our legislative obligations. The following strategic investments are proposed to provide needed capacity to respond to needs within the organization:

- **Employee Engagement & Development Advisor \$133,000** – The COVID-19 pandemic necessitated the immediate change to alternate work models with staff working from home on a much more frequent basis. This change increased the need to directly engage with employees to provide wellness support and altered the approach to accomplish this. This position will deliver engagement and wellness programming at a level that is consistent with the need of the organization, ensuring staff engagement and alignment with the culture of the Region, continued productivity and staff retention.
- **HR Policy Advisor \$133,000** to provide policy advice, legislative and governmental monitoring, as well as project management in the development of corporate policies and plans to address and remain current with governmental and legislative priorities and changes. With the increasingly complex and

rapidly changing legislative and policy landscape, this role will ensure that the Region remains legislatively compliant, is able to proactively address future changes, and that policies are reviewed against developing best practices to retain and continue to attract top talent.

- **Disability Management Advisor \$133,000** – With disability claims increasing in complexity and duration, the addition of a Disability Management Advisor will ensure that disability management supports continue to be provided to the organization at the needed level, ensuring employees are supported to return to work in a safe and timely manner, legislative compliance and consistency is provided in the handling of claims, and that organizational needs are continuously met.

Provincial Funding

Provincial funding represents approximately one third, or 32%, of the funding for the 2021 tax-supported budget. The 2021 budget was prepared with the best information currently available, and is reflective of provincial announcements as of November 26, 2020. However there is uncertainty given that there are still several programs and funding models currently under review by the Province which could impact 2021, including the Children’s Services funding model and the structure of Public Health and Paramedic Services in the Province.

This section will focus on base funding impacts and assumptions, as funding related to COVID-19 has been detailed in the COVID-19 Impact section above. As shown in the table below, the 2021 base budget for Provincial subsidies is increasing by \$450,000 or 0.2%. While base subsidies for Paramedics, Housing, Services for Seniors and Employment & Social Services are expected to increase in the 2021 budget, base subsidies for Public Health are not expected to increase and subsidies for Children’s Services are expected to decrease by \$2.2 million due to the funding formula. In combination with funding anticipated to offset costs related to the continued COVID-19 response in 2021, and funding anticipated in the strategic investments based on current cost-share levels, the total increase in Provincial funding in the 2021 budget is \$6.5 million. A majority of the additional Provincial funding included in the 2021 budget has not been confirmed. This is a risk in the 2021 budget but is considered reasonable as a majority relates to demonstrated needs as a result of COVID-19.

Provincial Subsidies By Program									
\$000s	2020	2021				Change in Budget			
		Base	COVID-19 One-Time	Strategic Investments	Total	Base		Total	
Public Health	\$ 24,083	\$ 24,083	\$ 2,798	\$ 374	\$ 27,254	\$ -	0.0%	\$ 3,172	13.2%
Public Health - School-Focused Nurses Initiative	-	-	1,494	-	1,494	-	0.0%	1,494	0.0%
Paramedic Services	20,051	20,846	-	158	21,005	796	4.0%	954	4.8%
Children's Services	61,262	59,056	-	-	59,056	(2,206)	-3.6%	(2,206)	-3.6%
Housing Services	12,870	13,512	-	-	13,512	642	5.0%	642	5.0%
Services for Seniors	36,927	37,566	-	1,177	38,743	639	1.7%	1,817	4.9%
Employment & Social Services	25,337	25,916	-	-	25,916	579	2.3%	579	2.3%
Road Operations	100	100	-	-	100	-	0.0%	-	0.0%
Economic Development	226	226	-	-	226	-	0.0%	-	0.0%
Total	\$ 180,855	\$ 181,305	\$ 4,292	\$ 1,709	\$ 187,306	\$ 450	0.2%	\$ 6,451	3.6%

Schedule may not add due to rounding

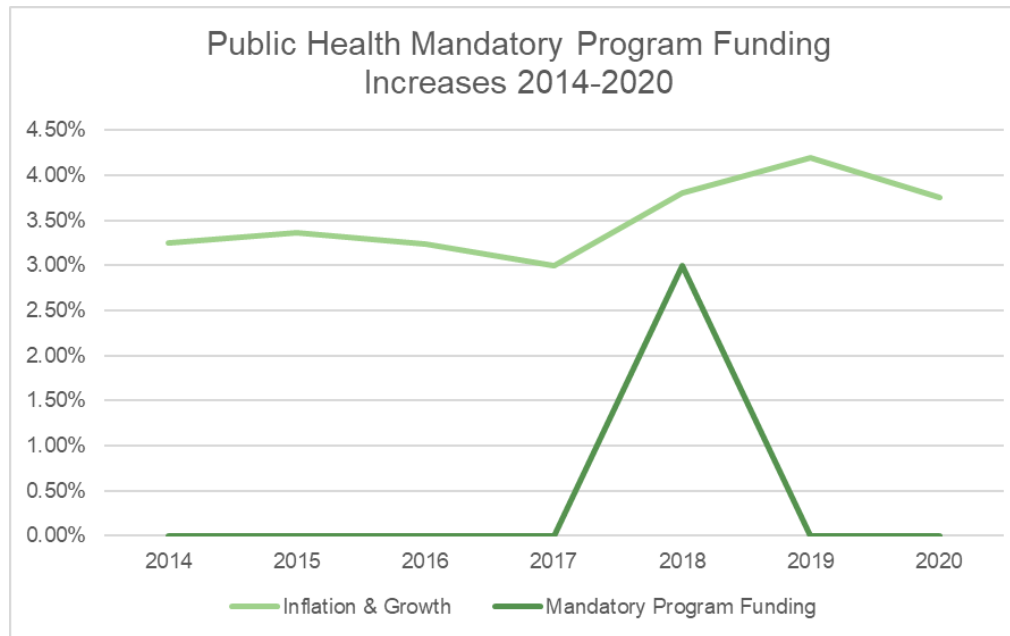


Public Health

As of January 1, 2020, the Province has changed the funding formula for Public Health from a cost-share model with 100% and 75% provincial funding for various programs, to 70% provincial funding for all programs (excluding the Ontario Seniors Dental Care Program). Since the Region already contributes more than 30%, the 2020 funding allocations were frozen. As shown in the table below, Public Health's 2021 base budget is funded based on 57.6% funding from the Province, and 42.4% from the Region, as the Province has not committed to additional funding to make up the current Provincial shortfall. The subsidy funding does not keep pace with the increase in costs and demand for services. In 2020, Halton will contribute \$5.6 million more than its cost share to compensate for shortfalls in provincial funding to maintain essential services, and this will increase to \$5.9 million in 2021.

Public Health											
\$000s	Expenditure Budget			Subsidy Budget					Anticipated Shortfall (\$)		
	2020	2021	Change	2020		2021		Change	2020	2021	Change
Public Health - Base Funding	\$ 39,243	\$ 39,654	\$ 410	\$ 22,845	58.2%	\$ 22,845	57.6%	\$ - 0%	\$ 5,586	\$ 5,884	\$ 298

As shown in the chart below, Public Health has only had one subsidy increase from 2014-2020 which was a 3% increase in 2018. As a result, Provincial funding has not kept pace with the increase in costs and demands for services resulting in an increasing funding shortfall. The 2021 budget does not anticipate an increase in base funding based on the ongoing review of Public Health by the Province. As a result, the funding shortfall will increase again in 2021.



Paramedic Services

The 2021 budget includes a funding increase of \$954,000 which reflects the current funding model that supports program growth, but not inflation. Cost-shared funding is intended to support a cost-share of 50/50 provincial/regional funding, however the 2021 budget is funded based on a cost-share of 47.4% funding from the Province, and 52.6% from the Region, resulting in a shortfall of \$1.1 million for 2021.

Paramedic Services												
\$000s	Expenditure Budget			Subsidy Budget						Anticipated Shortfall (\$)		
	2020	2021	Change	2020	2021	Change	2020	2021	Change			
Paramedic Services	\$ 41,655	\$ 42,732	\$ 1,077	\$ 19,295	46.3%	\$ 20,249	47.4%	\$ 954	4.9%	\$ 1,532	\$ 1,116	\$ (416)

Children’s Services

The 2021 budget reflects a reduction of \$2.2 million, or 3.6%. In 2021, the budget for funding from the Ministry of Education (EDU) includes a \$1.1 million reduction driven by a projected decrease in utilization funding, partially offset with increases in Expansion Plan and other base funding allocations to align with the 2020 funding allocations. As noted in the 2020 Budget and Business Plan and Report No. FN-45-19 (re: 2020 Budget and Business Plan and Disposition of the 2019 Surplus) and in the Report No. FN-36-20 (re: Operating Budget Variance Report for the period ending August 31, 2020 and Capital Budget and project closure report for the period ending June 30, 2020), on October 25, 2019, the Region received the 2020 funding allocation for Children’s Services from EDU, which was \$2.7 million less than what was included in the 2020 budget mainly as a result of a reduction in utilization funding (a component of base program funding). Utilization funding is provincial funding provided on a proportionate basis to municipalities that invest above the minimum-legislated amount. The 2021 budget also includes a decrease of \$1.1 million due to the Community-Based Early Years and Child Care Capital Project (CBCP) program ending, fully offset with an equivalent reduction in grants. To maintain the number of subsidized child care spaces in light of the provincial funding reduction, the 2021 budget includes the following strategic investment:

- **Children’s Services Fee Subsidy \$1.0 million** investment is required to maintain the current number of subsidized child care spaces due to the provincial funding reductions discussed above. The child care fee subsidy program provides subsidies for eligible families to assist with the cost of child care. Without this investment, there would be a reduction of 116 subsidized childcare spaces from the level in the 2020 budget.

Housing Services

Two new housing funding allocations were announced in the 2019 Provincial Budget; the Canada-Ontario Community Housing Initiative (COCHI), which can be used to repair, regenerate and expand community housing providers whose original program agreements are expiring, and the Ontario Priorities Housing Initiative (OPHI) which is a successor program to the Investment in Affordable Housing-Extension (IAH-E) which ended in March 2020. As reported through Report No. SS-19-19/ LPS-86-19 (re: Comprehensive Housing Strategy 2014-2024 – Five Year Review), the initial funding allocation for the first three years of OPHI is significantly lower than funding received under the previous federal/provincial cost-shared (IAH-E) program. The 2021 budget includes an increase of \$642,000 in provincial funding, comprised of an increase in COCHI and OPHI funding totaling \$1.0 million, and an increase in the funding allocation for the Community Homelessness Prevention Initiative of \$189,000, partially offset with a decrease of \$567,000 in Federal Block Funding related to Housing Providers’ operating grants.

Services for Seniors

The majority of Provincial funding in Services for Seniors is provided for the Long-Term Care (LTC) homes by the Ministry of Long-Term Care (MLTC) on a per bed, per day basis, with an adjustment to reflect the Case Mix Index (CMI) of the home, which is a numeric value assigned to a LTC home used as a measure of the care requirements of residents. As shown in the table below, the 2020/2021 re-indexing of eligible CMI funding by the MLTC results in subsidy received that is 92.7% of the calculated care needs of residents. While the calculated CMI has been increasing, the MLTC re-indexing factor has been decreasing, resulting in a gap between

subsidy required and subsidy received. The projected shortfall resulting from the difference between the calculated CMI and the funded CMI is \$1.8 million in the 2021 budget. This shortfall results in increased Regional investment required to maintain service levels.

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

An increase of \$639,000 in funding is anticipated in 2021 for Services for Seniors resulting from a slight rise in CMI and per diem funding adjustments. Services for Seniors also receives funding from the Local Health Integration Network (LHIN) for Supportive Housing and Adult Day Programs, which continues to be held at the 2018 level.

Employment & Social Services

Provincial funding is provided for Ontario Works (OW) Benefits, OW cost of administration, and Employment programs. OW benefits are 100% provincially funded, and the cost of administering the OW program is intended to be cost-shared 50/50 with municipalities. The 2021 budget for provincial subsidies is increasing by \$579,000, which includes an increase for OW benefits of \$619,000, partially offset with a decrease of \$40,000 in OW cost of administration funding, which increases the Regional contribution required to administer the OW program.

Financing Growth

Growth Financing Principles

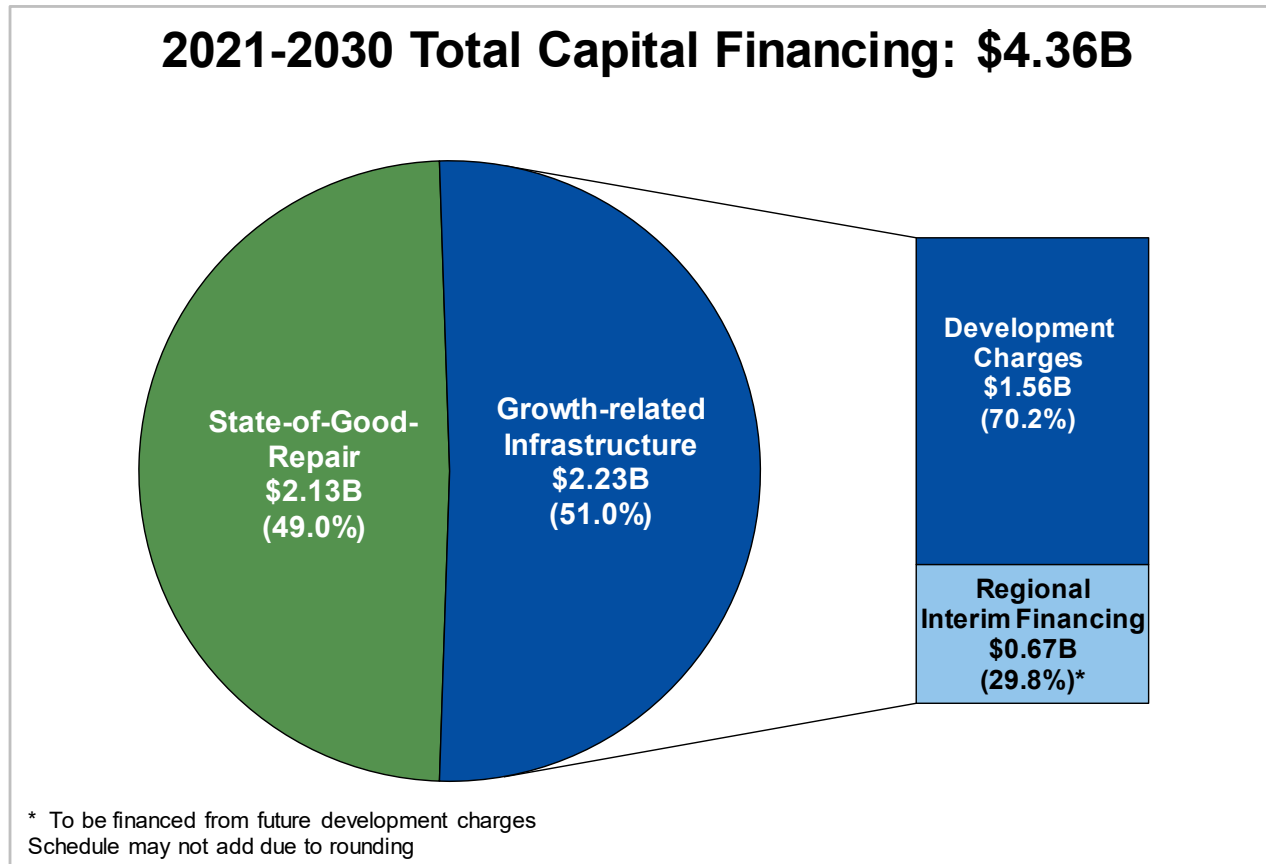
A key principle in accommodating the Region's growth-related capital infrastructure program is that existing taxpayers are not affected, to the extent possible under the *Development Charges Act* (DCA), by the cost of growth-related capital requirements or the risks related to financing these costs. To achieve this objective while accommodating provincial growth targets, Council requires a financing plan be approved prior to the accommodation of new growth. The 2020 Development Financing Plan approved in Report No. FN-46-19/ PW-50-19/ LPS112-19 (Re: 2020 Allocation Program Options) and discussed in LPS74-20 (Re: 2020 Allocation Program Update) includes the release of 18,743 Single Detached Equivalents (SDE's) in Halton, without financial impact to the existing taxpayers to the extent possible under the DCA.

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

- "Growth pays for growth" to the extent possible under DCA.
- Residential and non-residential growth identified in the Best Planning Estimates (BPEs) must be aligned to realistic growth projections.
- Infrastructure requirements must align to growth areas.
- Residential financing requirements must be solely supported from the Allocation Program.

- The repayment assumptions for Regional interim financing will assume a conservative "slow growth" scenario to ensure that economic conditions do not create unexpected impacts to the Region.
- Halton's strong financial position and financial planning principles will not be compromised.
- The development financing plan will not 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 Region's 2021 10-year capital program totalling \$4.4 billion incorporates \$2.2 billion of growth-related infrastructure and has been prepared based on the principles and financial measures established under the current Development Financing Plan (FN-46-19/ PW-50-19/ LPS112-19). Under the 10-year capital program, the growth-related programs are financed based on DCs, combined with the Regional interim financing through the Capital Investment Revolving Fund and Tax Capital Reserve for the non-residential share of the costs as shown below.



Despite Halton's rigorous process to develop its Development Charges Background Study through its Master Plans, Growth Plans, developer consultations and consultant review, a significant amount of growth-related costs cannot be recovered under the current DCA as amended. As part of the 2017 development charge (DC) update process, staff identified and updated the capital costs that are not being recovered from growth based on the principle of "growth pays for growth". Under the DC legislation at that time, Halton Region's DC revenues were estimated to be, at minimum, \$14.1 million per year lower than a calculation based on a growth pays for growth principle. In 2020, the Province proclaimed changes to the DCA which included the removal of the 10% deduction for general services which equates to \$1.4 million of the \$14.1 million shortfall. Although the removal of the 10% deduction was a welcomed change, the DCA still does not satisfy the "growth pays for growth" principle by not allowing the municipalities to recover the full cost of growth.

The impacts related to the proclaimed changes have created financial uncertainty with respect to the timing of DC collection, the gap between timing of DC rate determination and building permit issuance and exemptions related to additional secondary dwelling units in new construction. This will impact long-term planning including growth-related financing calculations and collection, cash flow requirements, the delivery of infrastructure, budgeting, and the resources required to address the additional administration. The full extent of the impacts cannot be quantified with the information currently available and will be reviewed as part of the next DC update. The Region continues to advocate to the Province for legislation that supports the "growth pays for growth" principle.

2020 Allocation Program

The 2020 Allocation Program Update includes the release of 18,743 Single Detached Equivalent (SDE's) in Halton and includes water, wastewater and roads projects approved in budgets between 2018 and 2020 and forecasted in 2021 and 2022. As part of the development of the 2021 Capital Budget, the timing and costs estimates for projects within the 2020 Allocation Program were updated. The gross \$1.5 billion project list included in Report No. FN-46-19/ PW-50-19/ LPS112-19 has therefore been adjusted as described below and detailed in Appendix B in the Capital Report.

Upon review of the current status, delays due to current circumstances, stage of project development (e.g. EA, design), and project coordination (e.g. local coordination, road corridor conflicts) there are a number of projects that cannot proceed in the near-term. Projects where it was not practical or possible to deliver within the 2020 Allocation Program were reprogrammed post 2022 based on their current stage of delivery. This reprogramming includes roads projects including portions of Dundas Street (west of Guelph Line), Trafalgar Road (north of 10 Side Road including water main), Steeles Avenue (Industrial Drive to Tremaine Road including the CN grade separation), Regional Road 25 (Steeles Avenue to No. 5 Side Road), Ninth Line (Steeles Avenue to No. 10 Side Road), and the Norval Bypass as well as water/wastewater projects including Agnes Street Pump Station and Black Creek Sewer Twinning.

Further, due to water conservation there has been a noticeable downward trend in water demand in both overall average daily flow and seasonal water use. When coupled with an industry-wide acceptance of water efficient products, we are experiencing lower average water usage per capita. Similar trends have been observed on the wastewater treatment plants coupled with the Region's effort to reduce infiltration and inflows have further reduced flow at the plant. As such the design of the Burloak Water Treatment Plant Expansion and the Mid-Halton Wastewater Treatment Plant Expansion have been reprogrammed beyond 2022 into 2024.

Reprogrammed roads, water and wastewater projects that were approved in previous budgets (i.e. 2018-2020) will be adjusted as part of the year-end variance report. The changes to project timing noted above do not impact the subscription and timing of development of the SDEs in the 2020 Allocation Program.

Since the 2020 allocation program was approved by Council in 2019, a number of projects have progressed through the design stage and are projecting an increase in costs. These cost increases are predominantly driven by land acquisition, higher than anticipated construction estimates and the construction of deeper wastewater mains, mainly through tunneling, to eliminate pumping stations. The elimination of pumping stations, where feasible, is an action identified under the 2019-2022 Strategic Business Plan. The objective is to reduce the carbon footprint of Regional operations by eliminating long term operations of pumping stations and the emissions associated with the energy to power the stations.

Below is a summary of the adjustments made to the 2020 Allocation Program including previous budgets that will be adjusted as part of a future variance report and is further detailed in Appendix B of the Capital Report. The changes to the projects have been incorporated into the budget and the cost drivers are noted within the capital budget and forecast summary sections of the budget book.

Summary of 2020 Allocation Program (\$000s)				
Per FN-46-19/PW-50-19/LPS112-19	Cost Changes/Cancelled	Reprogrammed Beyond 2022	Total Revised 2020 Program	Difference
\$ 1,488,850	\$ 368,534	\$ (317,925)	\$ 1,539,459	\$ 50,609

The overall impact of the adjustments to the 2020 Allocation Program is an increase of \$50.6 million. It is anticipated that there will be sufficient financing available through the Allocation Program including the pool of 3,000 SDE's. The significant project cost increases are a concern and put pressure on the program however, staff will continue to monitor project costs and implement strategies to mitigate future cost increases and ensure that the principles established under the financing plan are met.

Adjustment to project costs and timing will be incorporated into the next Development Charge (DC) study to ensure that "growth pays for growth" to the extent possible under the DCA. The timing of the next Allocation Program will proceed once an acceptable financing plan has been undertaken based on the updates to future projects within a future DC study.

Regional Investments in Economic Development

The 2021 budget includes the Region's continued investment in economic development through its interim financing for non-residential growth as set out in Report No. FN-46-19/ PW-50-19/ LPS112-19 (Re: 2020 Allocation Program Options). The Region has historically provided interim funding in recognition of infrastructure development being driven by residential development and delivered well in advance of non-residential requirements. To ensure that this interim financing does not impact tax or water and wastewater rates, the Region uses internal borrowing for residential-led employment growth and external debt for growth in key employment lands. The Capital Investment Revolving Fund is used for the water and wastewater growth program and the Tax Capital Reserve is used for the Transportation program. The Region provides an annual operating contribution of \$14.3 million to the Capital Investment Revolving Fund in order to sustain the reserve fund capacity for interim financing. In addition, the Region provides an annual contribution of \$37.1 million to the Tax Capital Reserve and Roads Resurfacing Reserve for the state-of-good-repair Transportation capital cost, excluding Gas Tax revenue (\$7.9 million).

By the end of 2021, the Region's investment from the Capital Investment Revolving Fund is projected to be approximately \$265.3 million, while the investment from the Tax Capital Reserve is projected to be \$161.0 million. In 2011, the Region also invested, through issuance of debt, \$106.0 million in water and wastewater infrastructure for the key employment areas (Milton Business Park 2, Oakville Winston Park West, and Halton Hills Premier Gateway Employment Area - 401 Corridor). These Regional investments will be fully reimbursed (including interest) from the collection of DCs as non-residential development proceeds in the future.



Planning and Growth Management

Based on the Provincial Growth Plan, Halton is expected to grow to a population of 1.1 million people and employment of 500,000 jobs by 2051. While planning for and balancing residential and employment growth, the Region will continue to ensure that the necessary infrastructure and services are in place to maintain a high quality of life for Halton residents. Planning for this growth to create complete, active and healthy communities served by high quality infrastructure, including a comprehensive transportation system, is a high priority for the Region. Halton's distinct approach to planning and funding growth and commitment to support intensification in identified areas are key to Halton's long term success.

The following drivers will be highlighted in the Planning and Growth Management section:

- Regional Official Plan
- Local Planning Appeal Tribunal (LPAT) & Other Hearings

Regional Official Plan

The Regional Official Plan Review (ROPR) is underway as outlined in Report No. LPS41-19 – Regional Official Plan Review – Progress Update on the Integrated Growth Management Strategy and Preliminary Growth Scenarios, and Report No. LPS-44-20 on the Integrated Growth Management Strategy Evaluation Framework. This review is a multi-year project which is planning for growth in Halton to 2051 and is currently accommodated within capital project T8021 – Regional Official Plan. In July 2020, the Region released five Discussion Papers for public comment on the themes of: Climate Change, Natural Heritage, Agricultural and Rural Systems, Regional Urban Structure and the North Aldershot Planning Area. The public consultation period concluded on October 30, 2020 and the ROPR is now in the stage of analyzing public input, as well as the development of Evaluated Growth Concepts for consideration by Regional Council in early 2021, followed by another period of public consultation. A decision on a Preferred Growth Concept will be followed by a decision on an amendment to the Regional Official Plan in early 2022, preparing the way for updated Transportation and Water/Wastewater Master Plans and an update to the Development Charges By-law.

The amendment to the Regional Official Plan was originally anticipated to be complete prior to 2022, however due to various delays in the process, the Region will have to undertake a Development Charge Background study in 2022, prior to the approval of the updated Transportation and Water/Wastewater Master Plans as the DC by-law is set to expire in September 2022. The 2022 update will incorporate the changes to the *Development Charges Act*, which came into effect in 2020, however will only represent growth to 2031 based on the current Regional Official Plan. Once the best planning estimates are updated, the Region will commence the master plan updates and development charge study to capture growth to 2051 and the new infrastructure requirements.

Local Planning Appeal Tribunal (LPAT) & Other Hearings

The Region has significant files related to CN Logistics Hub, Glen Abbey, North Aldershot/Eagle Heights and proposed aggregate extractions to be addressed in 2021 and as such has included \$1.5 million in the Planning Services Capital Budget. The operating contribution to reserve to support the LPAT & Other Hearings remains unchanged in the 2021 budget.



Transportation and Infrastructure

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

The following drivers will be highlighted in the Transportation and Infrastructure section:

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

Asset Management Plans

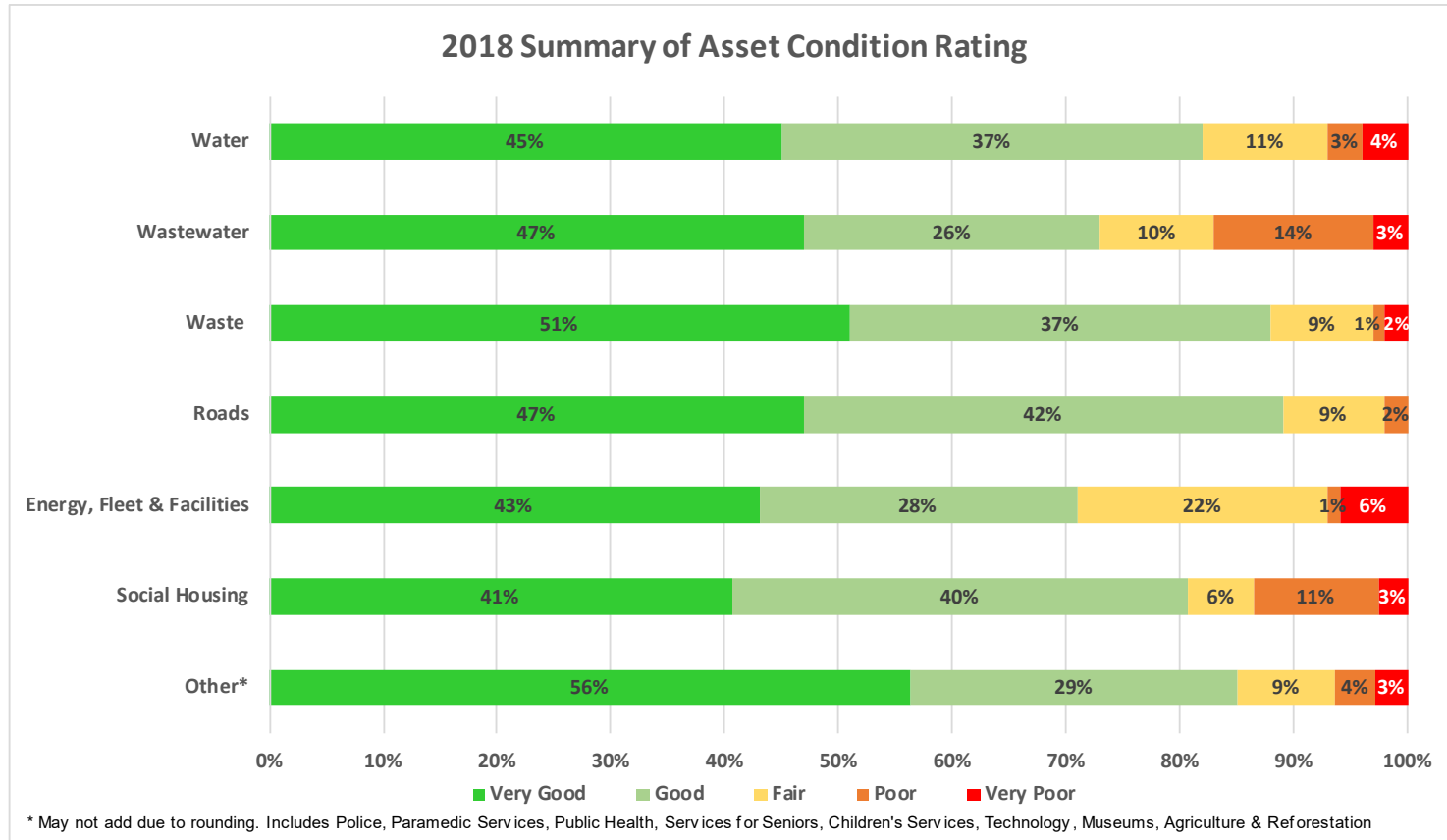
Maintaining Regional assets and infrastructure in a State-of-Good-Repair is a key priority. The Region updates the Corporate Asset Management Plan on a regular basis, which guides investment decisions in the budget to ensure assets continue to be in good condition and meet desired levels of service. Based on the Asset Management Plan, the budget ensures that Halton's State-of-Good-Repair capital program is financially sustainable. The 2021 Budget and Business Plan includes a 10-year capital plan at a projected cost of \$4.4 billion. Of the \$4.4 billion, \$2.2 billion is projected to address growth infrastructure needs, and \$2.1 billion to address the State-of-Good-Repair Capital Program for existing infrastructure.

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

In 2020, Public Works retained a consultant to update the lifecycle models and ensure that corresponding 100-year capital plans for the state-of-good-repair are based on accurate, reliable and transparent documentation. The lifecycle models are long-term projections of the cost of rehabilitation and replacement interventions throughout the life of an asset. The scope of work includes validation of the existing models, development of new models or modelling approaches in alignment with current best practices, updating of the lifecycle models with new and updated data, preparation of updated 100-year capital plans, and development of processes and procedures to maintain the models.

As part of development of the 2021 Capital Budget, Public Works utilized the optimized decision making process, which involves the development of business cases and prioritization that are aligned to Halton Region's Strategic Business Plan.

Through the 2019 budget, the Region updated the condition rating as shown in the following graph below for all Regional assets to be consistent across all service areas. Asset conditions should be objective and repeatable, and are typically expressed as ratings. The Region's condition gradings align to the National Standard ranging from 1 (the asset is in a very good condition) to 5 (the asset is in a very poor condition) and are updated every 4 years. The updated condition rating will be presented as part of 2022 Budget and Business Plan.



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

In addition to the asset condition summary noted above, another indicator that has been used by municipalities to assess the adequacy of the financing for the State-of-Good-Repair infrastructure is the ratio of operating contributions to the amortization expense for these assets in the financial statements. A ratio of 1 indicates that the budgeted operating contributions are equivalent to the annual amortization expense in the financial statements. The target for this ratio should generally be greater than 1, as the amortization expense is based on historical costs, and therefore does not reflect the replacement costs of the assets or changes in standards, technology or legislation. For 2021, projected ratios for Water, Wastewater and Roads are as follows:

2021 Reserve Contributions for State-Of-Good-Repair vs. Annual Amortization (\$000s)				
	Operating Transfers * (A)	Estimated Annual Amortization (B)	2021 Ratio (A)/(B)	2020 Ratio
Water & Wastewater	\$ 118,953	\$ 81,124	1.5	1.4
Roads	\$ 63,197	\$ 23,554	2.7	2.8

* Includes transfers relating to Gas Tax.

The 2021 operating contributions of \$119.0 million (including interest earnings) for the Water and Wastewater State-of-Good-Repair capital program result in a ratio of 1.5, and the \$63.2 million (including interest earnings) for the Roads State-of-Good-Repair program result in a ratio of 2.7. These ratios are based on the significant growth in assets that Halton has been experiencing as a growing community, and additional operating contributions provided, as discussed further below.

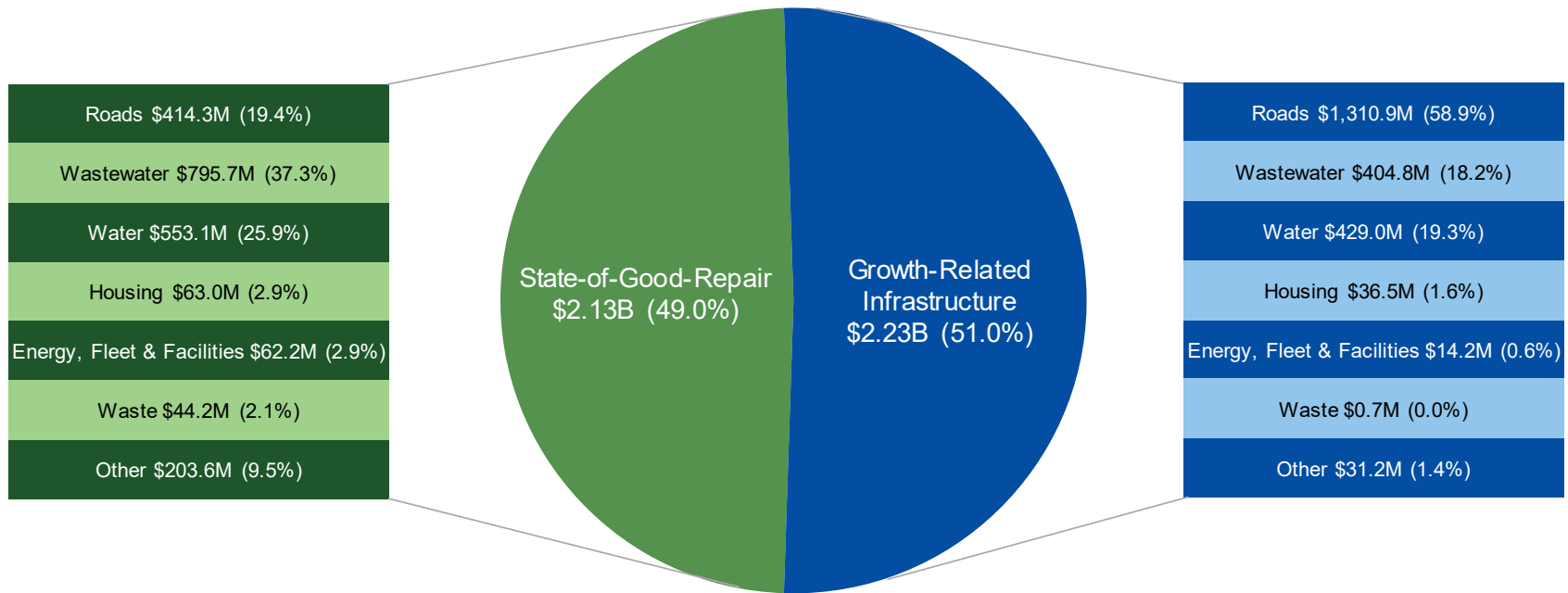
The Region has significant assets particularly in water, wastewater, roads, and waste management that are highlighted below. As of December 31, 2019, the total book value of these assets was \$6.6 billion. The replacement value of these assets would be significantly higher.

Assets - Book Value (\$Millions)			
	2018	2019	Change
Water and Wastewater	\$ 4,053	\$ 4,517	\$ 463
Roads	1,155	1,231	76
Waste Management	112	112	0
Other*	706	727	20
Total	\$ 6,026	\$ 6,586	\$ 560

* Includes Corporate Facilities, Social Housing, etc

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

2021-2030 Total Capital Expenditures: \$4.36B



Schedule may not add due to rounding

As shown in the table below, the operating contributions to fund reserves included in the 2021 budget in support of the entire State-of-Good-Repair capital program (excluding Police) totals \$179.6 million.

Transfer to Reserves (\$000's)			
	2020	2021	Change
Water & Wastewater*	\$ 96,226	\$ 104,265	\$ 8,039
Roads*	44,020	45,026	1,006
Waste Management	7,233	7,360	128
Sub-Total PW	\$ 147,478	\$ 156,651	\$ 9,173
Energy, Fleet & Facilities	5,018	5,702	684
Health	3,291	3,361	70
Social & Community Services	2,284	2,284	-
Information Technology	4,034	4,264	230
Vehicles	1,522	1,560	38
Planning Services	2,165	2,307	142
Economic Development	-	19	19
Waterfront Master Plans	3,287	3,444	157
Sub-Total Non-PW	\$ 21,601	\$ 22,941	\$ 1,340
Total	\$ 169,079	\$ 179,592	\$ 10,513

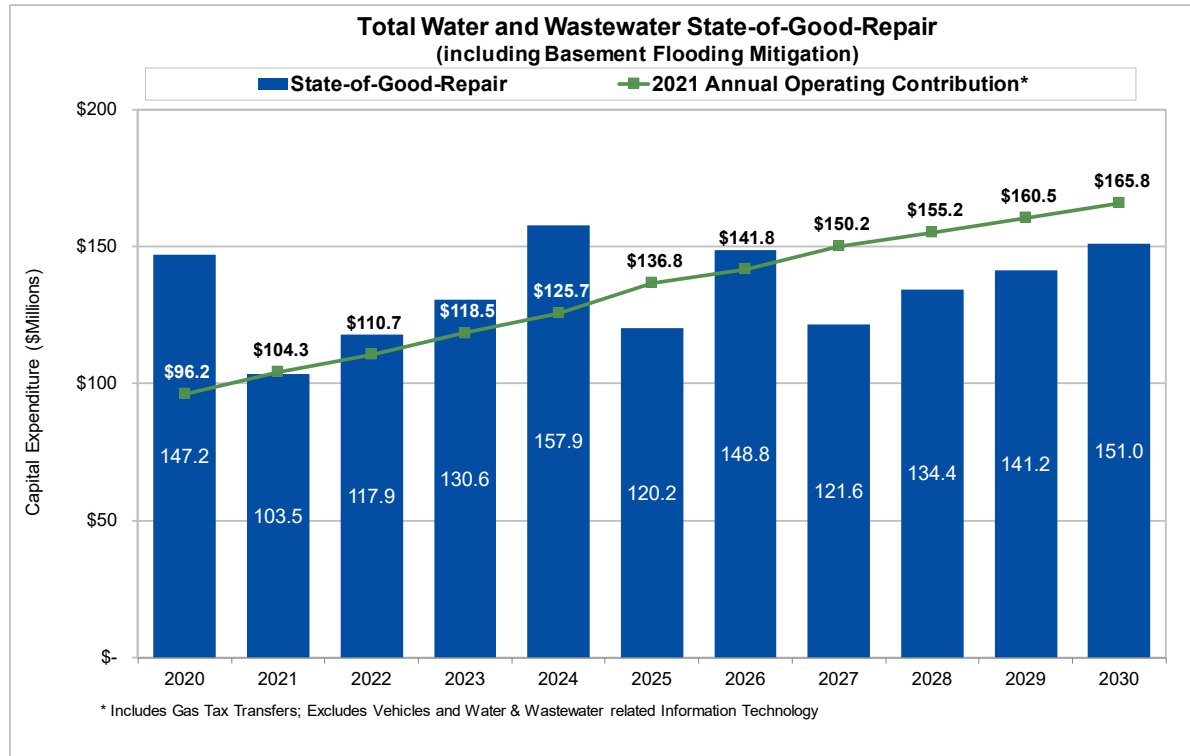
* Excludes Vehicles, Information Technology related costs, and interest earnings

The \$179.6 million in operating contributions to reserves (including gas tax) is a \$10.5 million increase compared to the 2020 transfers driven primarily by a \$8.0 million increase to support the Water and Wastewater State-of-Good-Repair capital program and a \$1.0 million increase to support the Roads State-of-Good-Repair capital program. The remaining operating transfer increases are primarily driven by Energy, Fleet & Facilities (\$0.7 million) of which \$0.5 million is related to the Regional Accommodation Plan and \$0.2 million is related to planned increases to support corporate facility projects. It is projected that the operating contributions will continue to increase throughout the forecast as the Region's infrastructure continues to expand, and the Region continues with a pay-as-you-go financing strategy for its State-of-Good-Repair capital program. The State-of-Good-Repair capital program remains a significant driver of the tax and rate-supported programs throughout the 10-year forecast. The Water, Wastewater and Roads State-of-Good-Repair programs are discussed in more detail below.

Water and Wastewater State-of-Good-Repair Capital

The operating contributions included in the 2021 budget in support of the Water and Wastewater State-of-Good-Repair capital program total \$104.3 million. These contributions are a \$8.1 million increase over the 2020 transfers to support the growing infrastructure base. As discussed above, based on the Region's pay-as-you-go strategy and increasing asset base, it is projected that the operating contributions will continue to increase throughout the forecast. The State-of-Good-Repair capital program is a significant driver of the rate-supported program throughout the 10-year forecast requiring a 1.5% to 2.2% rate increase each year.

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

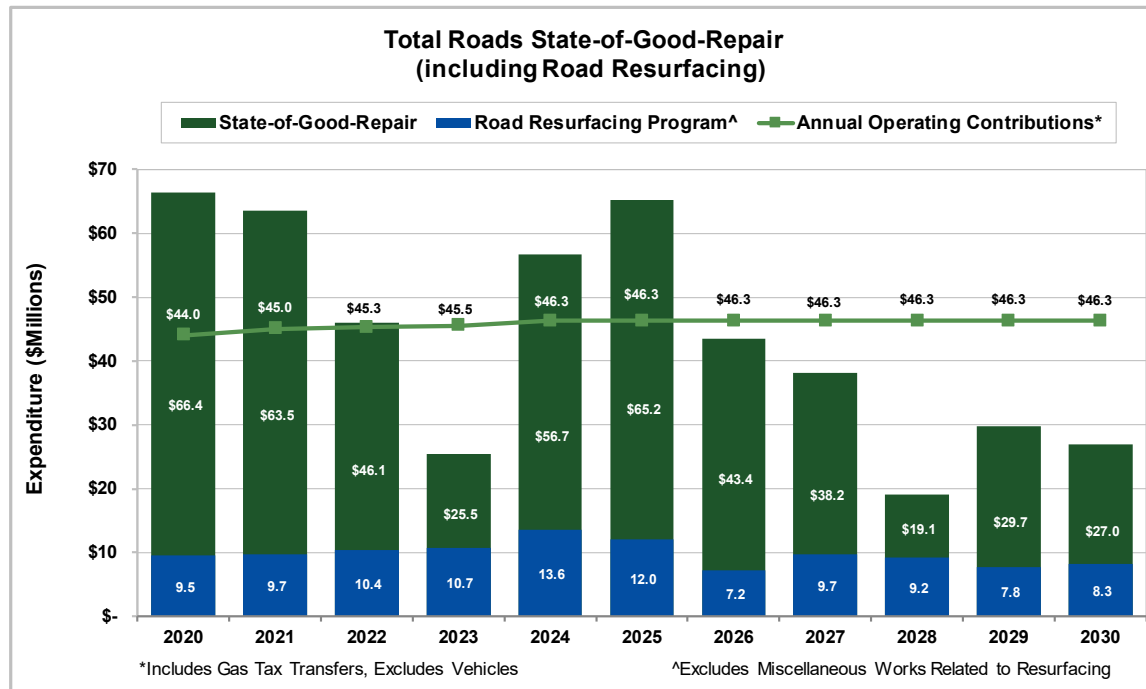


As detailed in the Water and Wastewater Overview section, the 2021 10-year State-of-Good-Repair capital program has increased by \$61.3 million from the 2020 10-year program to a total of \$1.3 billion revised through the annual budget process based on the Public Works' Asset Management Strategy (PW-28-17). As a result, the total operating contributions over the forecast period increases from \$104.3 million in 2021 to \$165.8 million in 2030.

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.

Roads State-of-Good-Repair Capital

The 2021 budget includes \$45.1 million in operating contributions to support the Roads State-of-Good-Repair Capital Program, including roads resurfacing. The \$45.1 million includes operating transfers to reserves (including Gas Tax) of \$36.3 million for roads capital projects and \$8.8 million for road resurfacing (excluding related miscellaneous works). The \$45.1 million of operating transfers is a \$1.0 million increase from the 2020 budget. As detailed in the Tax Overview section, the 2021 10-year Roads State-of-Good-Repair capital program totals \$414.3 million.



To support the water, wastewater and roads capital program the following strategic investments are included in the 2021 budget:

- Senior Construction Inspectors \$271,000** – The Region's Construction Inspectors ensure that the construction of the Region's roads, watermains and wastewater mains comply with the standards and conditions of approval with respect to design, construction methodology and level of customer service. The addition of 2.0 Senior Construction Inspectors will help the Engineering and Construction Services division address increased demand arising out of growth of the Region's Roads, Water and Wastewater capital programs. This investment will be funded through the capital program, with no net rate impact.
- Construction Ambassador \$115,000** – The Construction Ambassador program, introduced in 2019, established a “one-window” point of contact to improve the customer experience related to Regional capital projects. Since implementation, the program has received positive endorsement and appreciation from both internal and external stakeholders. An additional Construction Ambassador position is required in order to continue providing highly effective, accurate, timely and unified communication on large-scale and high-impact capital projects as the Region's capital program continues to grow in size and complexity. This investment will be funded through the capital program, with no net rate impact.
- Project Managers \$291,000** – With the anticipated growth in the Region and the increasing size and complexity of capital projects, an additional 2.0 Project Managers (II & III) will help to stabilize workloads and ensure the continued delivery of effective short and long-term project commitments. This investment will be funded through the capital program, with no net rate impact.

- **Senior Strategic Sourcing Specialist \$133,000** – To meet the changing legislative and market demands, and growth of all Regional programs, the addition of a Senior Strategic Sourcing Specialist will lead and execute complex procurements for Region-wide goods and services and support the increasing demand of procurement requests, assist in the creation of improved processes and procedures, and support a best practice review to ensure the Region continues to provide goods and services at desired levels of service.

Corporate Facilities State-of-Good-Repair Capital

The 2021 budget includes \$5.7 million to support the corporate facilities State-of-Good-Repair capital program, an increase of \$0.7 million from the 2020 budget. The Building Condition Assessments (BCAs) completed in 2017 continue to inform the 2021 budget, as detailed in the Tax Overview section. The 2021 Corporate Facilities 10-year State-of-Good-Repair capital program totals \$76.4 million, with \$6.6 million in 2021. In addition, the budget includes the following strategic investments which will ensure that Corporate facilities are kept in a state-of-good-repair:

- **Building Operator II \$73,000** to support and assist the Facilities Services section of the Energy, Fleet and Facilities division, ensuring the timely and accurate performance of day-to-day preventative and routine maintenance requirements of the Post Inn Village Long-Term Care home, while maintaining all building systems and functions in accordance with the guidelines of the Ministry of Long-term Care (MLTC). This position will work as part of a unit to perform preventative, predictive, and routine maintenance tasks, and will ensure safe and healthy environments for the residents as per the MLTC guidelines.
- **Facilities Services Clerk \$79,000** – As a result of growth in the number of facilities and corresponding increased workload associated with program delivery, this position will ensure timely and accurate payment to vendors for goods and services received through the implementation and management of an effective accounts payable program within Facilities Services.
- **Project Manager I – Regulatory Compliance \$123,000** to be responsible for the development of efficient and effective processes for the delivery of Energy, Fleet & Facilities related services, including continuous improvement, and the development and implementation of comprehensive compliance strategies to ensure the ongoing adherence to relevant Acts and Regulations related to facilities management. This investment will ensure efficient, reliable and effective service delivery, process improvements that reduce risk through improved planning, increased preparedness and business continuity in response to situations and emergencies.

Social Housing State-of-Good-Repair Capital

In 2018, the Region undertook BCAs for 54 social housing properties in Halton, representing 3,790 units, including HCHC-owned housing assets as well as the assets of 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 developed a social housing capital needs financing plan in 2018. The BCA identified priority ratings of the building systems and components ranging from 1 - (Essential), 2 - (Necessary High), 3 - (Necessary Medium), 4 - (Necessary Low), and 5 - (Desirable). The analysis indicated that the overall housing stock was in good condition and there is sufficient financing to account for expenditures in ratings 1 – (Essential) and 2 – (Necessary High). However, on an individual provider basis, there are 6 providers with greater building system and capital needs identified in the BCAs, that could impact the regional reserve balances unfavourably. The Region’s Energy, Fleet & Facilities staff worked with property managers of these buildings regarding their capital spending needs to keep these properties in a state-of-good-repair. Any additional funding required will be the responsibility of the Region. The Region will continue to closely monitor the annual capital funding requirements of the social housing providers to ensure the housing stock is maintained in a state-of-good-repair.

Water and Wastewater Maintenance Program

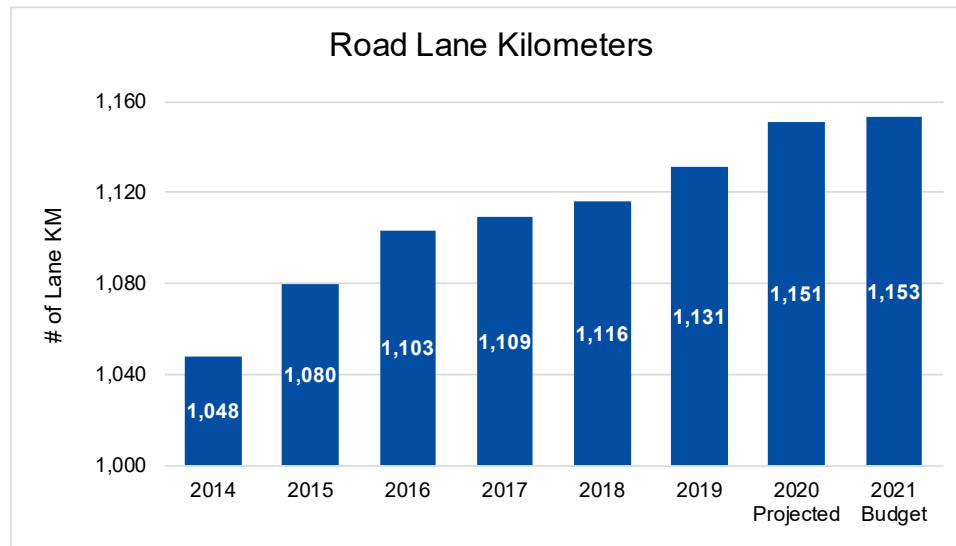
The 2021 Rate-Supported operating budget provides \$20.2 million for the ongoing repair and maintenance of the water and wastewater system, which is an increase of \$298,000 or 1.5% from the 2020 budget driven mainly by inflationary increases. Throughout 2019 and continuing in 2020, staff are implementing the Reliability

Centred Maintenance program in order to provide an optimum maintenance mix that drives towards zero unplanned operational interruptions, along with a focus on planning and scheduling to efficiently and effectively realize the maximum value of Halton Region's Water and Wastewater Assets. In 2021, staff will continue to focus on optimizing Reliability Centred Maintenance programs to ensure critical infrastructure is maintained to ensure break-downs are minimized and the service lives of the assets are maximized. Optimization work will include improvements to work process flows and completing more maintenance using internal resources. In order to maintain existing service levels for the growing water and wastewater system, the following strategic investment is proposed for 2021, which will be funded with equivalent reductions to purchased services, with no net rate impact:

- Water Distribution & Wastewater Collection Operators \$505,000** to maintain existing levels of service to keep pace with the significant growth in the system, which requires increased efforts to complete maintenance programs and respond to a greater number of on-demand customer service requests. An additional 3.0 Water Distribution/Wastewater Collection Operators will reduce reliance on external contractors, and help ensure the Region can continue to deliver operations and maintenance programs to provide appropriate levels of service, while ensuring a safe and healthy workplace. This investment will be funded through an equivalent reduction in purchased services, resulting in no net rate impact.

Road Maintenance

The 2021 Road Operations budget includes a total of \$14.0 million, an increase of \$741,000 from the 2020 budget, in road maintenance contracts with the local municipalities and Regional contracts to address growth in the Regional road network and additional maintenance costs including winter control. A major driver of the increased road maintenance cost is the increase in lane kilometres to support growth in the Region. Between 2014 and 2020, the Region's transportation network system has been in a state of accelerated growth with an estimated increase of 103 lane kilometres. The following table shows the growth in the Regional road network over the past several years.



Halton Region's Storm Sewer System has grown through urbanization, road widening and road transfers since 2004, increasing the amount of storm assets and program demands, and is expected to continue to grow with road network expansion. In 2018, as a result of Asset Management Plan Strategic Project 2, it was



identified that a comprehensive inventory of the storm sewer system was needed in order to perform lifecycle management to enable asset management and determine a 10-year capital plan. To ensure that the Regional Storm System is operated and maintained in a state-of-good repair, the following strategic investment is proposed for 2021:

- **Road Operations Coordinator \$129,000** to oversee and manage storm sewer infrastructure, ensuring that the Regional Storm System is operated and maintained in a state-of-good repair through an Asset Management Program.

Advanced Traffic Management System

A critical tool in traffic engineering is the use of Intelligent Transportation Systems (ITS) or Advanced Traffic Management Systems (ATMS). An ATMS is a “state-of-the-art” traffic signal control system consisting of a very powerful central processing unit programmed with complex algorithms, working together with equipment in the field such as detection devices (loops, video cameras, radar, etc.), closed circuit television cameras, traffic signals, warning and travel time information signs/messaging boards, emergency and transit pre-emption devices, monitoring and data collection devices, etc. All of these intelligent devices work together to move traffic safely and efficiently in response to real-time traffic demands and allow staff to make informed decisions based on real-time data. The Region’s Road Operations program undertook a feasibility study and the findings were reported to Regional Council in 2018 (PW-10-18 re: Regional Advanced Traffic Management System (ATMS, Our File: PR-3205A)), which recommended the implementation of the ATMS. The 2021 budget includes \$5.0 million between 2021 and 2022 for this initiative.



Community Well Being

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

The following drivers will be highlighted in the Community Well Being section:

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

Comprehensive Housing Strategy (CHS)

As approved by Council in Report No. SS-19-19/LPS86-19 (re: Comprehensive Housing Strategy 2014 – 2024 – Five Year Review), the Region refreshed its CHS to reflect current housing priorities and the supporting financial plan. The *Housing Services Act* requires that the CHS be reviewed and updated at least once every five years. Halton’s housing program has expanded based on continued contribution from the Region and the funding allocated from the Provincial and Federal governments. The Regional funding for new community housing opportunities (previously referred to as assisted housing) will continue at \$7.8 million annually, as set out in the CHS. Of this amount, \$6.5 million will be transferred to the Regional Housing New Units Reserve, and the remaining \$1.3 million will remain in the operating budget to support the Halton Rental Assistance Program (HRAP). Funding will continue at this level to deliver the target of 550 to 900 new community housing opportunities to 2024. In addition, the following strategic investment is included in the 2021 budget to help achieve the goals of the CHS for the creation of new assisted rental units.

- **Manager of Housing Action Team \$167,000** to lead and facilitate through strategic oversight and operational direction implementation of the Comprehensive Housing Strategy 2014 - 2024 – Five Year Review approved by Council in 2019. This position will work with community sector partners and

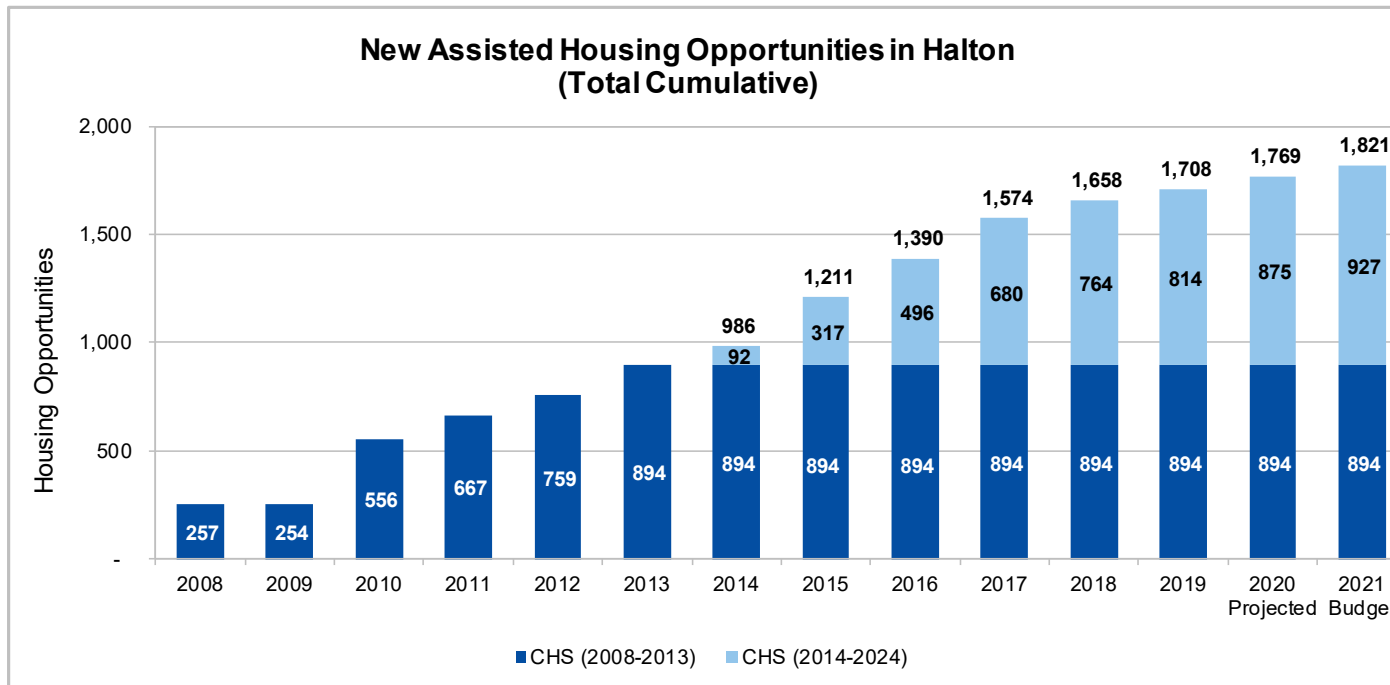
stakeholders to analyze opportunities and position new assisted rental housing projects for capital funding from Halton Region and/or leverage senior levels of government funding to create new assisted housing rental units for the benefit of local residents. This position will be funded through the CHS Assisted Housing Development capital budget.

The following is the updated housing program plan that has been incorporated in the 2021 Budget and Forecast. Based on the funding contributions provided, the 2021 Budget and Business Plan provides the 10-year housing program as shown below, with further details provided in the Tax Overview section.

Halton Region 10-year Housing Program - New Units											
Program - Delivered by Halton (\$000's)	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2021-2030 Total
Expenditures*:											
Rental Component (new units)	\$ 9,400	\$ 9,450	\$ 9,450	\$ 11,200	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 99,500
Rental Component (HFG)	45	45	45	45	45	45	45	45	45	45	450
Rental Assistance	1,134	1,134	1,048	900	900	900	900	900	900	900	9,615
Support Services	126	34	-	-	-	-	-	-	-	-	160
Homeownership/Renovation	947	270	-	-	-	-	-	-	-	-	1,217
Admin fees	226	134	100	100	100	100	100	100	100	100	1,160
Total	\$ 11,876	\$ 11,068	\$ 10,643	\$ 12,245	\$ 11,045	\$ 11,045	\$ 11,045	\$ 11,045	\$ 11,045	\$ 11,045	\$ 112,101
Funding:											
Regional Reserve (New Housing Units)	\$ 6,600	\$ 6,650	\$ 6,150	\$ 7,900	\$ 6,200	\$ 6,200	\$ 6,200	\$ 5,700	\$ 5,700	\$ 5,700	\$ 63,000
Regional DC Reserve	2,800	2,800	3,300	3,300	3,800	3,800	3,800	4,300	4,300	4,300	36,500
Prov/Fed IAH-SIF	234	234	148	-	-	-	-	-	-	-	615
Prov/Fed OPHI	1,198	339	-	-	-	-	-	-	-	-	1,537
Prov/Fed HFG	1,045	1,045	1,045	1,045	1,045	1,045	1,045	1,045	1,045	1,045	10,450
Total	\$ 11,876	\$ 11,068	\$ 10,643	\$ 12,245	\$ 11,045	\$ 11,045	\$ 11,045	\$ 11,045	\$ 11,045	\$ 11,045	\$ 112,101
Delivered & Funded by Province											
Housing Allowance (OPHI)	\$ 1,313	\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,663

* Capital & Operating Budget Expenditures

Through the Region's significant investment and the provincial government's previous Investment in Affordable Housing-Extension (now OPHI), Investment in Affordable Housing-Social Infrastructure Fund and Home For Good programs, Halton has been 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 2020, Halton has created an additional 1,769 community housing opportunities. Halton Region’s CHS Update 2014-2024 committed to create up to 900 new housing opportunities. 875 new housing opportunities have been created between 2014 and the end of 2020, with an additional 52 budgeted in 2021. Halton is therefore expected to meet its target well ahead of the planned dates.

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

The Region works with community partners on a wide range of issues to support residents who are vulnerable to negative social, economic or health outcomes. Two primary vehicles through which this occurs are the Halton Region Community Investment Fund (HRCIF) and the Halton Community Safety and Well-Being (CSWB) Plan, both of which serve as mechanisms to identify and respond to human service issues in a collaborative manner. The HRCIF enhances the health, safety and well-being of Halton residents by providing funding to non-profit social service and community health programs and initiatives. This includes programs that strengthen mental health, prevent homelessness, and support vulnerable individuals, older adults, children and youth. The following strategic investment is included in the 2021 budget.

- Halton Region Community Investment Fund (HRCIF) \$500,000** - In 2020, a wide range of programs have been funded to support the health, safety and well-being of the Halton community. This includes programs to address the needs of children, youth and older adults; strengthen food security among residents with low incomes; enhance mental health; strengthen equity and inclusion; and address the small capital needs of community agencies. The fund played a key role in meeting the needs of vulnerable populations to respond to the initial impact of the COVID-19 pandemic and continues to respond to a wide range of emergent issues. This includes supporting the work of the Halton Equity and Diversity Roundtable, continued investment in initiatives that are addressing Community Safety and Well-Being (CSWB) planning priorities, and grants that are strengthening how the Halton Regional Police Service and



community partners work together to respond to vulnerable populations. An increased investment of \$500,000 in the HRICF will support Halton Region to continue to meet new and emerging community needs, pivot to virtual models of service delivery, respond to public health directives from the pandemic, and address CSWB issues.

Prevent and Respond to Homelessness

With the launch of the National Housing Strategy, the Provincial and Federal governments have highlighted their commitment to reducing homelessness and ensuring that Canadians have access to affordable housing that meets their needs. Homelessness funding has risen almost 50% over the past five years, and with that funding comes significant responsibility to implement a Coordinated Access strategy that ensures the most vulnerable in our community have access to time sensitive supportive housing options appropriate for their circumstances. COVID-19 has accentuated that this population group in particular is at a higher risk than most, and there is significant work that the Region will need to do in the months and years ahead to address gaps while utilizing provincial and federal investments. The 2021 budget includes the following strategic investment to provide strategic oversight and operational direction to a portfolio administering over \$8 million in Provincial, Federal and Regional funding to curb homelessness and support our most vulnerable residents:

- **Manager of Homelessness and Supportive Housing \$163,000** to manage external relationships with over 30 community agencies responsible for the delivery of critical activities in the Region's homelessness system, as well as provide oversight for data collection, policy analysis, compliance reviews, budgeting and agency agreements. This position will ensure that increasingly complex provincial reporting needs are met, that the Region continues to fully utilize all available funding, and will provide greater visibility at provincial/federal and broader sector tables on homelessness to facilitate successful strategic advocacy and ensure Halton Region's needs are met. This position utilizes provincial Community Homelessness Prevention Initiative funding to convert a temporary position into a permanent position, with no net tax impact.

Paramedic Services

As outlined in Report No. MO-18-20 re: "Paramedic Services Division Annual Update", over the past 10 years, overall call volume has increased by 73%. Since 2001, the number of paramedics has also grown, from 75 to over 260, requiring additional critical supports to ensure effective operations. The following strategic investments are proposed in the 2021 budget to address pressures related to growth in the Paramedic Services division:

- **Education Superintendent \$144,000** – To address pressures related to growth in the Paramedic Services division, an additional Education Superintendent is required to support program development and delivery of all training, including continuing medical education to all paramedics and management staff, managing return to work certification, providing remedial training as a result of quality assurance activities, developing and providing training for new equipment, ensuring compliance with Ministry of Health Certification Standards, as well as coordinating and overseeing advanced care paramedic training and paramedic college mentorship programs. This investment includes provincial funding based on the current funding model, for a net tax impact of \$72,000.
- **Payroll & Scheduling Coordinator \$87,000** – As the Paramedic Services division continues to grow and scheduling processes are becoming increasingly complex, an additional Payroll & Scheduling Coordinator will play a key role in ensuring that ambulances are staffed at all times, while minimizing the use of overtime. This position will provide support to the Scheduling and Payroll program ensuring accurate scheduling and efficient use of resources, and reduce the administrative burden on Superintendents which will provide more capacity to manage operations. This investment includes provincial funding based on the current funding model, for a net tax impact of \$43,000.
- **Administrative Coordinator \$86,000** to address pressures related to providing administrative support resulting from growth in the Paramedic Services division. As the division continues to grow, the volume of work continues to increase, without a dedicated resource to provide administrative support for financial functions. The Administrative Coordinator will ensure the efficient and accurate processing of financial transactions to meet deadlines, avoid late payments, and reduce overtime. This investment includes provincial funding based on the current funding model, for a net tax impact of \$43,000.



Environmental Sustainability and Climate Change

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

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

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

Climate Change Response

The Region has, for many years, invested in programs and services that address climate change, including but not limited to:

- implementation and operation of successful waste diversion programs that have extended the life of the landfill from the original expectancy of 2012 to between 2044 and 2048
- the addition of active transportation lane kilometres as part of road capital projects, with a total of 74 new on-road active lane kilometres added since 2015, at an average cost of \$250,000 per kilometre for both sides of the road
- an advanced traffic management system that will reduce vehicle idling and greenhouse gas emissions by improving traffic movement
- continued investment in the basement flooding program that continues to reduce the potential for basement flooding resulting from severe weather events, with 5,085 downspouts and 334 weeping tiles disconnected since the start of the program, and continued investment through the capital program to address system improvements related to wastewater flows
- energy management initiatives undertaken in all Regional facilities
- advanced meter infrastructure which will eliminate vehicle trips to manually read meters
- installation of Variable Frequency Drive motor controllers at all new pumping stations over the past 10 years to ensure energy efficiency

On September 11, 2019, Regional Council approved a motion to declare a climate emergency for the purposes of deepening the Region's commitment to protecting and improving resiliency of the economy, environment and community from climate change. Through this declaration, Regional Council asked staff to develop a climate change strategy, including short and long-term actions, to address climate change mitigation and adaptation across Halton Region. The following strategic investment is included in the 2021 budget to lead these efforts:

- **Manager of Climate Change Response & Sustainability \$336,000** – A Manager of Climate Change Response & Sustainability is required to lead efforts in establishing and supporting the implementation of Halton Region's climate response plan, and will serve as the key point of contact to collaborate with

departments within the Region and support relationships with key municipal and community partners. Professional services dollars will be used to develop a Climate Change response, seeking professional expertise in the field of climate change science, research, facilitation and community partnerships.

Waterfront Master Plans

Council approved the Burlington Beach Waterfront Master Plan and the related financing plan in 2015 as outlined in Report No. LPS54-15 (re: Burlington Beach Regional Waterfront Park - 2015 Master Plan) and Report No. LPS59-15 (re: Burlington Beach Acquisition Implementation/Strategy (T5800D)), committing approximately \$51.8 million of Regional investment between 2015 and 2035. Through the 2019 Budget and Business Plan, the financial plan was adjusted to \$62.0 million to reflect revised market conditions and support an accelerated property acquisition strategy allocated as follows; \$23.8 million for park development, \$12.2 million for hydro tower relocation and \$26.0 million for property acquisition. As identified in LPS88-20 (Burlington Beach Regional Waterfront Park Update), a consultant is required to provide expertise in transmission design in order to better inform discussions with Hydro One Networks Inc. and support Council's future decision making with respect to hydro line burial or relocation. Once obtained, the technical studies and construction drawings can be completed and as a result the Hydro Relocation costs have been deferred to 2023 from 2022 and increased by \$10.8 million to the mid-level cost estimate provided by Hydro One's Class 5 Estimate.

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 residents of Halton 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. The operating contribution for this project has been moved from Planning Services to Non-Program in order to better align with other corporate initiatives. The operating contribution is \$3.4 million in the 2021 budget, which is an increase of \$0.2 million from the 2020 budget. In addition, implementation of Phase 2 of the Burloak Waterfront Master Plan as set out in Report No. LPS108-19 (Burloak Regional Waterfront Park 2019 Update) is substantially completed, and this phase is expected to be completed by the end of 2021. Phase 3 of this project which includes a permanent washroom facility and splash pad will be addressed in a future Budget and Business Plan for construction in 2022.

Emerald Ash Borer

The Emerald Ash Borer (EAB) is a non-native invasive insect species to Canada, first identified in 2002, that kills healthy, native North American ash trees. In 2015, Council approved FN-26-15 (re: Emerald Ash Borer Funding Request from Credit Valley Conservation) to address the EAB issue within the Terra Cotta and Silver Creek Conservation Areas in Halton Region. It is now estimated that this program will continue to 2021 at a total estimated cost of \$1.1 million, \$0.4 million lower than anticipated. Through Report No. FN-19-17 (re: Emerald Ash Borer Funding Request from Conservation Halton), Council approved Conservation Halton's Forestry Business Case which set out a 10-year EAB management program on Conservation Halton lands within Halton Region at an estimated cost of \$8.4 million. The funding required in the forecast period is considered as part of the Region's annual budget process. In 2021, it is expected that the Region will fund a total of \$0.9 million from the Tax Stabilization reserve for both Credit Valley Conservation and Conservation Halton EAB programs. The 2021 budget includes \$212,000 of additional operating transfers from the Region's Non-Program budget to replenish the Tax Stabilization reserve.

Floodplain Mapping

Floodplains are areas of low-lying land next to water which allow for the natural dispersion of water during periods of overflow. Mapping and the associated hydrologic and hydraulic models are important tools for both conservation authorities and municipalities to support flood forecasting and warning, emergency planning and response, prioritization and planning for infrastructure renewal and flood mitigation works as well as land use planning. Floodplain mapping was funded 50% from the municipal levy and 50% from the National Disaster Mitigation Program (NDMP). The NDMP ended in March 2020 and Conservation Halton has requested that the remaining \$2.8 million in costs for 2021-2026 be funded by the Region. The structure is similar to the EAB project where the funding required in the forecast period is considered as part of the Region's annual budget process, and funded from the Tax Stabilization Reserve with repayments back to the reserve over a five-

year period. Conservation Halton is requesting \$500,000 in the 2021 budget and the 2021 operating transfer from the Region's Non-Program budget will be \$165,000 to replenish the Tax Stabilization reserve.

Alternate Energy Technologies

The Region continues to investigate alternate energy technologies to reduce Regional energy costs and further reduce greenhouse gas emissions. Through the 2019 – 2022 Strategic Business Plan, the Region intends to reduce the carbon footprint related to regional services and achieve a 5% reduction in greenhouse gas emissions, 5% reduction in hydro consumption per megalitre of water and wastewater treated as well as a 10% reduction in the hydro consumption for street lights. The 2021 Budget and Business Plan includes studies to determine the feasibility of Energy Generation Facilities from Source Separated Organics and a Biogas Utilization Program intended to recover and maximize biogas as renewable energy and reduce reliance on the hydro grid, reduce energy costs and/or generate revenue. This study will identify viable projects that can be implemented with a 10-year payback period within the current market conditions. In addition, the forecast includes studies to determine the feasibility of Energy Recovery Facilities at the Georgetown wastewater treatment plant (WWTP) and Oakville Southwest WWTP intended to reduce costs and reliance on the hydro grid.

The Region is also continuing the conversion of approximately 6,461 existing High Pressure Sodium street lights to LED technology over 6 years (2016-2021) with an investment of \$400,000 required in 2021. Based on the current market trend, the energy savings resulting from this program is projected to reach \$600,000 by 2021, when the conversion is expected to be complete. These savings have been incorporated in the Road Operations budget and forecast to mitigate the street light hydro cost.

Long-Term Water Meter Strategy

As reported to Council in Report No. PW-45-19/FN-35-19 (re: Long Term Water Meter Strategy – Implementation Plan), staff will complete vendor selection for the installation a Region Wide Advanced Meter Infrastructure System (AMI) in 2020. Installation of the AMI system will begin in 2021 with full Region-wide implementation anticipated by the end of 2024. Meters that have reached or are nearing end-of-life will be replaced in conjunction with the installation of the Region-Wide AMI system. Benefits of AMI technology include revenue protection, improved operational efficiency, enhanced customer service, improved distribution system performance monitoring and environmental benefits, and a reduction in the number of meter reading issues and service calls to which meter technicians respond. The proactive maintenance program for large meters (40 mm and greater), which began in 2017, will continue, prolonging the life of the meters and ensuring that the proper volume of water is being recorded. Based on the results of meter testing, the meter replacement program will be optimized to ensure that larger meters are scheduled for replacement when their accuracy in measuring volume degrades.

Basement Flooding Mitigation Program

The 2021 budget continues to include \$136,000 for the Region's Ex-Gratia Grant program and for the Basement Flooding Prevention subsidy program. The ex-gratia grant provides financial assistance in the amount of \$1,000 (per household) to homeowners who require assistance with respect to a public sanitary sewer backup. The Basement Flooding Prevention subsidy program assists homeowners to reduce the potential for future flooding from a backup of the sanitary sewer. In addition, the Region-wide Basement Flooding Mitigation program is well on the way as set out in Report No. PW-40-17 (re: Region Wide Basement Flooding Mitigation Program Update). Through Report No. PW-22-15 (re: Region Wide Basement Flooding Mitigation Study: Final Report and Recommendations), Council approved a high-level strategy to reduce the potential for future basement flooding. This included the voluntary 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.

This program was expected to require \$85.3 million between 2016 and 2025 in support of the grants for the Basement Flooding Prevention Program (i.e., voluntary downspout/weeping tile disconnections and lateral lining and repair) (\$24.9 million) and the 10-year capital program (\$60.4 million). As a result of the significant progress made to date in the sewer system optimization capital program, weeping tile and downspout disconnection programs, the operating budget for grants is

being reduced by \$350,000, from \$2.3 million to \$1.9 million, to reflect the projected program requirements in 2021 including predicated uptake of the flooding subsidy programs. The 2021 budget includes capital project funding of \$6.0 million.

Solid Waste Management Strategy and Master Plan

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

As reported to Council in Report No. PW-12-18 (re: Solid Waste Management Strategy Short Term Options), key initiatives will continue to be implemented in 2021, including enhanced promotion and education of waste diversion programs and services, development of a food waste minimization strategy, and optimization of the Halton Waste Management Site to improve the customer experience. These initiatives have been accommodated in the 2021 operating budget utilizing existing resources, with no net impact. A staff report will be presented to Council in 2021 updating the progress of the Short Term Options and providing medium and long-term options.

2021 Budget Summary

The 2021 requested gross operating budget is \$818.6 million for Regional Services and \$179.6 million for Police Services, resulting in \$998.2 million for combined services. The \$818.6 million gross operating budget for Regional Services includes financing of \$214.8 million for the Region's capital program. The increase in the gross operating budget for Regional Services is \$24.5 million, comprised of \$17.6 million for tax-supported services and \$7.0 million for rate-supported services.

2021 Gross Operating Budget of Regional Government Services					
\$000s	2021			2020	
	Tax Budget	Rate Budget	Requested Budget	Approved Budget*	Change
Regional Services	\$ 580,190	\$ 238,428	\$ 818,618	\$ 794,108	\$ 24,510
Police Services	179,571	n/a	179,571	173,654	5,916
Total	\$ 759,761	\$ 238,428	\$ 998,189	\$ 967,762	\$ 30,427

Schedule may not add due to rounding.

*Operating Budget for Regional Services restated as set out in FN-26-20

The 2021 requested Gross Capital Budget is \$459.9 million, consisting of \$453.6 million for Regional Services and \$6.2 million for Police Services. The Gross Capital Budget is financed by reserves, development charges, debt and other external recoveries. Included in the gross operating budget above are transfers to capital reserves to support the infrastructure programs.

2021 Gross Capital Budget of Regional Government Services					
\$000s	2021			2020	
	Tax Budget	Rate Budget	Requested Budget	Approved Budget	Change
Regional Services	\$ 196,026	\$ 257,613	\$ 453,639	\$ 602,024	\$ (148,386)
Police Services	6,239	n/a	6,239	8,627	(2,388)
Total	\$ 202,265	\$ 257,613	\$ 459,878	\$ 610,652	\$ (150,774)

Includes financing costs, schedule may not add due to rounding

As shown in the table below, the Capital Budget for 2021 includes \$258.3 million for growth-related infrastructure and \$201.5 million for maintaining the State-of-Good-Repair capital program and is discussed in detail in the Capital Budget and Forecast section. Financing for the Capital Budget varies significantly each year depending on the nature of the capital projects planned and is based on a 10-year financing plan to ensure the State-of-Good-Repair capital program is financially sustainable and there is sufficient financing for the growth-related program.

Capital Financing Sources				
\$000s	2020		2021	
	\$	%	\$	%
Development Related				
Development Charges - Residential	\$ 210,763	34.5%	\$ 181,900	39.6%
Development Charges - Non-Residential	565	0.1%	344	0.1%
Capital Investment Revolving Fund*	28,506	4.7%	39,050	8.5%
Tax Capital Reserves (Operating Contributions)*	69,955	11.5%	37,042	8.1%
Debentures	-	0.0%	-	0.0%
Subtotal	\$ 309,789	50.7%	\$ 258,336	56.2%
State-of-Good-Repair				
Tax Capital Reserves (Operating Contributions)	\$ 106,203	17.4%	\$ 94,752	20.6%
Rate Capital Reserves (Operating Contributions)	148,799	24.4%	105,563	23.0%
External Recovery/Other	45,860	7.5%	1,227	0.3%
Subtotal	\$ 300,862	49.3%	\$ 201,542	43.8%
Total	\$ 610,652	100.0%	\$ 459,878	100.0%

* Interim Financing of Development related expenditures

Schedule may not add due to rounding

Development Related

For the growth-related capital program, a key principle of the financing plan is that growth must pay for growth to the extent allowed in the DC legislation. The financing of the 2021 capital program reflects the principles approved as part of Report No. FN-46-19/ PW-50-19/ LPS112-19 (Re: 2020 Allocation Program Options). Under the Development Financing Plan, all capital costs related to servicing residential development are funded from DCs. The Region provides interim financing for capital costs related to non-residential development through the Capital Investment Revolving Fund, Tax Capital Reserve and debt. This interim financing is a planned investment for economic development in the Region and will be fully recovered (including interest) from the collection of DCs as non-residential development proceeds in the future.

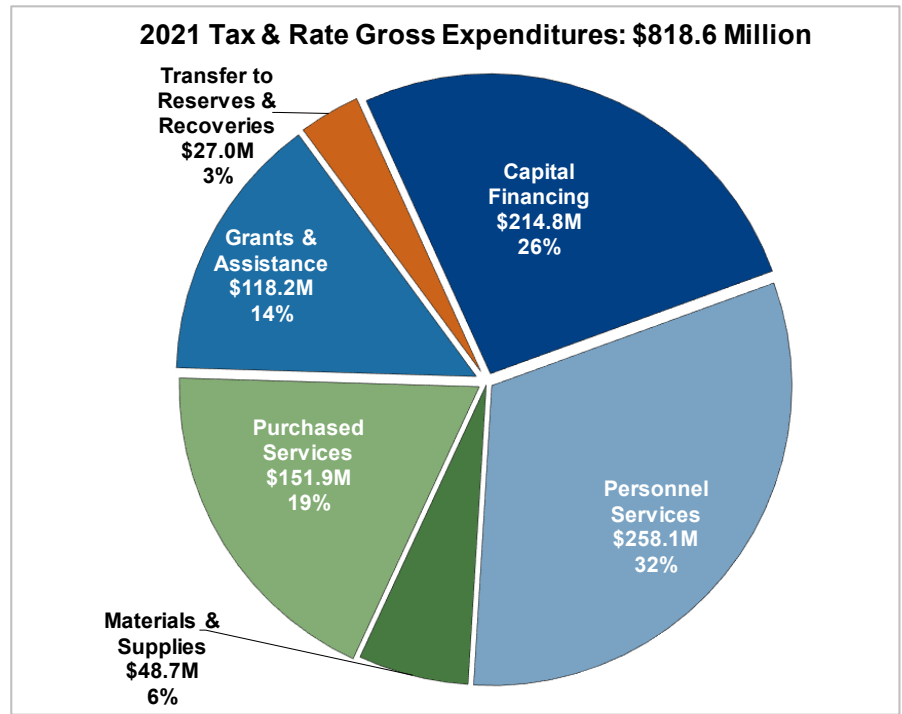
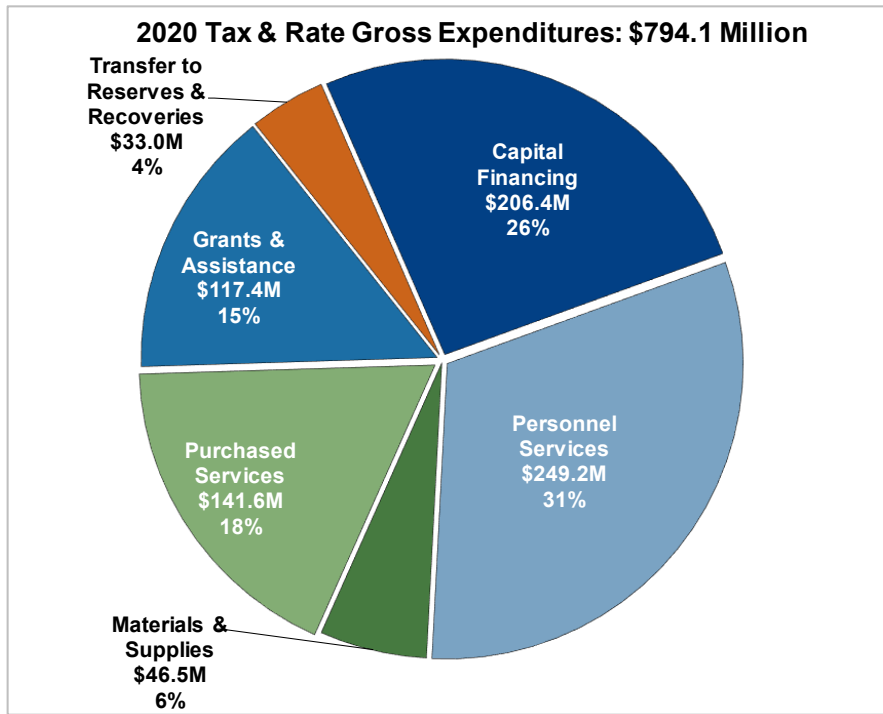
Since the approval of the current Development Financing Plan, a number of projects have progressed through the design stage and are projecting an increase in costs. This increase has been largely offset by reprogramming of projects that cannot be delivered within the 2020 Allocation program for various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

State-of-Good-Repair

The State-of-Good-Repair capital program is funded through the Capital Reserves and External Recoveries. The Capital Reserves are funded by operating contributions, gas tax revenue and interest earnings from the respective Tax and Rate-Supported operating budgets. The Gas Tax revenue of \$17.4 million in 2021 is an important source of funding included in the Tax and Rate Capital Reserve financing.

Gross Operating Budget – Regional Services Expenditures

The following chart shows the breakdown of the gross expenditures in the total 2021 operating budget for Regional tax and rate-supported services of \$818.6 million by cost category. This distribution of expenditures is consistent with the 2020 budget.



Personnel Services

The total budgeted compensation for Regional employees is \$258.1 million, accounting for 32% of the total gross operating expenditures (excluding Police Services). The breakdown of these costs is shown in the following table:

2021 Compensation Summary Regional Total (Excluding Police Services)									
	Salary		Fringe Benefits & Other		Total		FTE	Relief Hours	
2020 Approved Budget	\$	189,451,185	\$	59,762,610	\$	249,213,795	2,151.7	170,288.2	
2021 Increase		3,863,803		783,670		4,647,473			
Subtotal		193,314,988	2.04%	60,546,280	1.31%	253,861,268	1.86%	2,151.7	170,288.2
In Year Adjustments		517,810		131,460		649,270	-	-	
Vacancy Allowance		(2,072,921)		(548,150)		(2,621,071)			
2021 Base Budget		191,759,877	1.22%	60,129,590	0.61%	251,889,467	1.07%	2,151.7	170,288.2
Strategic Investments		4,823,600		1,339,120		6,162,720	49.4	10,596.6	
2021 Requested Budget	\$	196,583,477	3.76%	\$ 61,468,710	2.85%	\$ 258,052,187	3.55%	2,201.1	180,884.8
Total Change		7,132,292		1,706,100		8,838,392	49.4	10,596.6	

As shown above, compensation costs are proposed to increase by \$8.8 million or 3.55%, which consists of a \$7.1 million or 3.76% net increase in salaries and a \$1.7 million or 2.85% increase in fringe benefits & other compensation expenditures. The 3.76% increase in salaries includes a 2.0% grid increase in the non-union pay band based on a pay-for-performance merit system and anticipated increases in union agreements for union employees, strategic investments in 49.4 full-time equivalent (FTE) and 10,596.6 of relief hours for a total of \$4.8 million, partially offset with the introduction of a vacancy allowance, with details below.

The increase of \$1.7 million in fringe benefits & other compensation expenditures primarily relates to an increase of \$1.3 million related to strategic investments and the corresponding benefits associated with the salary increases outlined above, partially offset with the introduction of a vacancy allowance, with details below.

A decrease of (\$2.6 million) for a vacancy allowance was applied to salary and fringe benefit budgets starting in the 2021 budget. Following a detailed review of the compensation budget and favourable variance trends resulting from temporary staff vacancies, a vacancy allowance was introduced in the 2021 budget to more closely align the compensation budget with actual compensation costs. A vacancy allowance of -1.5% has been applied to the 2021 compensation budget, with the exception of programs with 24 hour operations (Paramedic Services and Services for Seniors), as these programs require all vacancies to be immediately backfilled and therefore do not experience positive variances related to vacancies. This allowance will be reviewed annually as part of the budget process.

The 2021 budget includes an additional 49.4 FTE staff positions requested as strategic investments. Of the 49.4 FTEs, 33.4 FTEs will either be fully or partially funded by subsidies, reallocated base budget provisions, or through the capital budget as follows:

- 23.4 FTEs and 10,596.6 relief hours include provincial funding based on the current cost-share levels to partially fund the cost
- 5.0 FTEs will support the Roads, Water and Wastewater capital programs and will therefore be recovered from the capital budget
- 3.0 FTEs will be funded through reallocated base budget provisions with no net Regional impact, in order to reduce reliance on external contractors, and help ensure Halton can continue to deliver Water and Wastewater operations and maintenance programs at the appropriate levels of service
- 1.0 FTE will support new assisted housing acquisitions and will therefore be recovered from the capital budget
- 1.0 FTE will be funded through a base budget reduction in purchased services to convert a temporary position to a permanent position utilizing Community Homelessness Prevention Initiative funding

The remaining 16.0 FTEs require an additional budget provision of \$2.1 million and will support the objectives, outcomes and actions identified in the Region's 2019–2022 Strategic Business Plan, and will address pressures driven by growth and increased demand for services.

As discussed in more detail in the Tax Overview section, whenever full-time staff, which provide direct client care in areas such as Paramedic Services and Services for Seniors (i.e. paramedics, personal support workers), are absent from work due to various reasons (i.e. vacation, illness, injury, training), there is a requirement to replace them with casual relief employees in order to maintain service levels. The hours required for backfilling these positions are budgeted as relief hours. The relief resources are budgeted on a number of hours required in order to better reflect the nature of the resource needs, and the 2021 budget of 180,884.8 hours includes an increase of 10,596.6 relief hours proposed as a strategic investment to support Long-Term Care, with subsidy funding included based on the current cost-share level for a net tax impact of \$147,000. A pool of relief resources will be maintained which will then be allocated based on the number of hours required to provide the appropriate coverage.

Materials & Supplies

The 2021 budget for materials & supplies is \$48.7 million, which is a \$2.2 million or 4.8% increase from the 2020 budget, largely driven by temporary costs related to the COVID-19 response including personal protective equipment and other supplies. This cost category is largely comprised of expenditures related to hydro, natural gas and other commodities, food and medical supplies, telephone, data line and cell phones, laboratory supplies and materials from stores.

Purchased Services

The 2021 budget for purchased services is \$151.9 million, which is a \$10.3 million or 7.2% increase from the 2020 budget, driven by temporary costs related to COVID-19 including temporary staff support, and additional costs such as technology services, cleaning, security, and other facility-related costs. This cost category also includes contracts and services such as the waste management contracts, road maintenance contracts, Fee Subsidies provided through Children's Services, insurance, property taxes, janitorial, landscaping, snow removal and building maintenance contracts.

Grants & Assistance

As shown in the table below, the 2021 budget for grants & assistance is \$118.2 million, and largely includes grants provided through Housing Services, Children's Services, Employment & Social Services, and the municipal levies provided to the Boards & Agencies. The 2021 budget is increasing by \$818,000 or 0.7% mainly due to increases in Housing Services to align with funding, Ontario Works benefits in Employment & Social Services, the \$500,000 strategic investment for the Halton Region Community Investment Fund (HRCIF) in Human Services Planning & Program Support, an increase of \$330,000 in municipal funding to the Boards & Agencies, and an increase in Non-Program. These increases are partially offset with a decrease of \$1.9 million in Children's Services to align with available funding, and a decrease of \$323,000 in Water & Wastewater Services resulting from a reduction in grants in the Basement Flooding Prevention program driven by significant progress made to date.

Tax & Rate Grants & Assistance				
(\$000s)	2020	2021	Change	
Housing Services	\$ 37,763	\$ 38,978	\$ 1,215	3.2%
Children's Services	33,904	32,031	(1,873)	-5.5%
Employment & Social Services	23,129	23,798	669	2.9%
Boards & Agencies	11,615	11,945	330	2.8%
Non-Program	4,459	4,759	300	6.7%
Human Services Planning & Program Support	3,405	3,905	500	14.7%
Water & Wastewater Services	2,442	2,120	(323)	-13.2%
Waste Management	266	266	-	0.0%
Planning Services	132	132	-	0.0%
Corporate Administration	71	71	-	0.0%
Public Health	89	89	-	0.0%
Economic Development	134	134	-	0.0%
Total Grants & Assistance	\$ 117,408	\$ 118,227	\$ 818	0.7%

Schedule may not add due to rounding.

Capital Financing

The 2021 budget also includes capital financing transfers of \$214.8 million, accounting for 26% of the total gross operating expenditures (excluding Police Services). The breakdown of these costs is shown in the following table:

Capital Financing (\$000s) excluding Police			
	2020	2021	Change
Transfer to Reserves			
Water & Wastewater*	\$ 96,226	\$ 104,265	\$ 8,039
Roads*	44,020	45,026	1,006
Waste Management	7,233	7,360	128
Sub-Total PW	\$ 147,478	\$ 156,651	\$ 9,173
Energy, Fleet & Facilities	5,018	5,702	684
Health	3,291	3,361	70
Social & Community Services	2,284	2,284	-
Information Technology	4,034	4,264	230
Vehicles	1,522	1,560	38
Planning Services	2,165	2,307	142
Economic Development	-	19	19
Waterfront Master Plan	3,287	3,444	157
Sub-Total Non-PW	\$ 21,601	\$ 22,941	\$ 1,340
Total Transfer to Reserves	\$ 169,079	\$ 179,592	\$ 10,513
Net Debt Charges	14,625	12,150	(2,476)
Social Housing	6,900	6,500	(400)
Non-Program Transfers	15,805	16,574	768
Total Capital Financing	\$ 206,410	\$ 214,815	\$ 8,406

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

Schedule may not add due to rounding

As outlined in the table above, there is \$179.6 million to support the State-of-Good-Repair capital program (excluding Police Services) and \$35.2 million in other transfers primarily related to net debt charges (\$12.2 million), operating contributions provided to the Regional Housing New Units Reserve (\$6.5 million) and other program related transfers (\$16.6 million). The Region updates the Corporate Asset Management Plan on a regular basis, which guides investment decisions in the Budget to ensure assets continue to be in good condition and meet desired levels of service. As the Region continues to transition to pay-as-you-go financing, the net debt charges have decreased from 2020 by \$2.5 million.

Gross Operating Budget – Regional Services Revenues

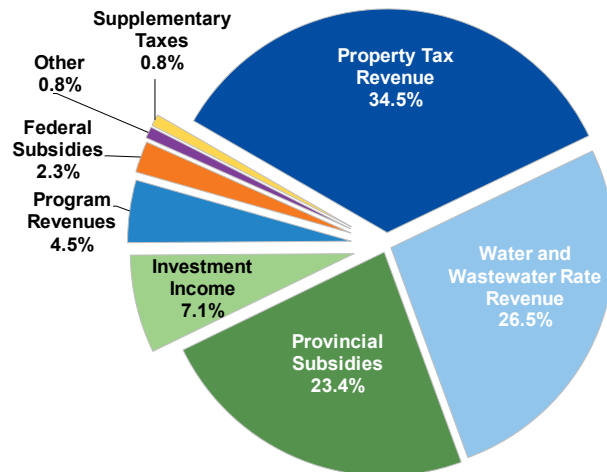
The \$818.6 million gross operating budget for Regional Services (excluding Police Services) will be funded from a variety of sources as shown in the table below.

Tax & Rate Gross Operating Revenues by Funding Source				
\$000s	2020	2021	Change	
Property Tax Revenue	\$ 277,014	\$ 285,847	\$ 8,833	3.2%
Water and Wastewater Rate Revenue	213,789	220,740	6,951	3.3%
Provincial Subsidies	180,855	187,306	6,451	3.6%
Federal Subsidies	17,693	18,648	955	5.4%
Program Revenues	36,502	37,795	1,293	3.5%
Other	6,755	6,781	26	0.4%
Investment Income	55,000	55,000	-	0.0%
Supplementary Taxes	6,500	6,500	-	0.0%
Total Revenue	\$ 794,108	\$ 818,618	\$ 24,510	3.1%

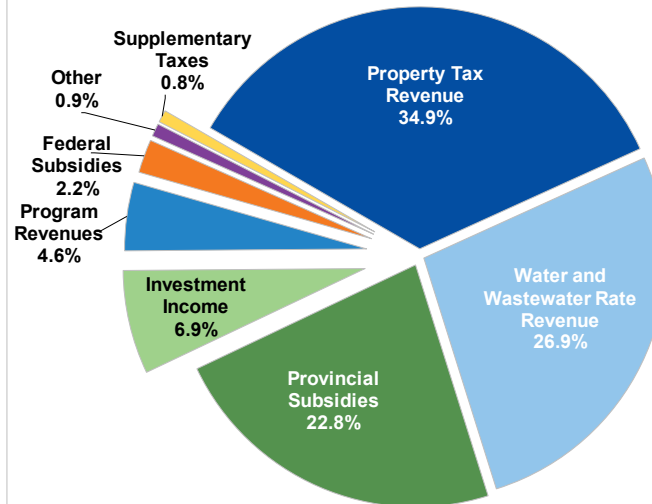
Schedule may not add due to rounding

Gross operating revenues are increasing by \$24.5 million in 2021, and the distribution is in line with 2020.

2020 Tax & Rate Gross Operating Revenues by Funding Source: \$794.1 Million

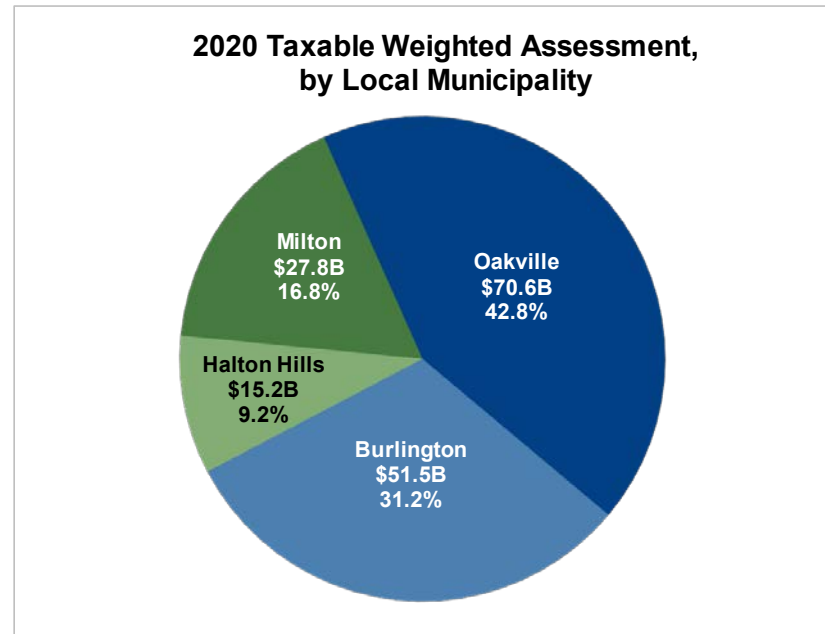
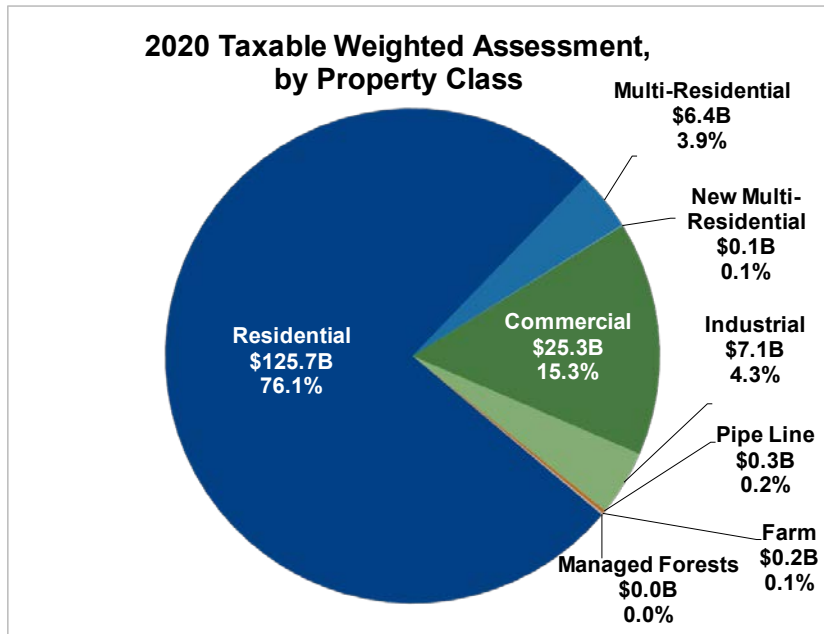


2021 Tax & Rate Gross Operating Revenues by Funding Source: \$818.6 Million



As noted earlier, Halton Region has received \$12.6 million in Safe Restart Agreement Phase 1 funding which is to be used to address operating costs and pressures related to the COVID-19 pandemic in 2020, and may be carried forward to address COVID-19 costs and pressures in 2021. From this funding, \$5.3 million has been allocated to be carried-over and used in the 2021 budget. This has been reflected as a transfer from the COVID-19 Stabilization Reserve.

- Property Tax Revenue** funds approximately 34.9% of gross expenditures for Regional Services, the increase for which is generated from 1.5% tax rate increase and 1.7% assessment growth. Property tax rates are calculated by taking the Regional levy requirement and dividing it by the taxable weighted assessment. For the 2020 taxation year, Halton Region had a total of \$165.1 billion in taxable weighted assessment. The following pie charts show the breakdown of the 2020 taxable weighted assessment by property class as well as local municipality.



- Water and Wastewater Rate Revenue** funds 26.9% of gross expenditures, the increase for which is generated from a 2.6% rate increase and 1.5% customer growth.
- Provincial Subsidies** fund 22.8% of gross expenditures and are primarily used to fund cost-shared Health and Social & Community Services programs. While there is a slight decrease in the percentage of provincial subsidies to total revenues in 2021, as shown in the table below there is an increase of \$6.5 million anticipated in the 2021 budget resulting from \$4.3 million in additional funding to support the Region's COVID-19 response, \$1.7 million in funding anticipated in the strategic investments that support cost-shared programs, and \$450,000 in base funding increases.

Change in Provincial Subsidies 2020-2021 (\$000s)		
Program	Funding	2020-2021 Change
Public Health	School-Focused Nurses Initiative**	\$ 1,494
	COVID-19 Response*	2,798
	Strategic Investments*	374
	Sub-total	4,665
Paramedic Services	Base Funding	796
	Strategic Investments*	158
	Sub-total	954
Children's Services	Expansion Plan	373
	EarlyON Child & Family Centres	26
	Community-Based Early Years and Child Care Capital	(1,094)
	Base Funding	1,072
	Utilization*	(2,584)
	Sub-total	(2,206)
Housing	Community Homelessness Prevention Initiative	189
	Federal Block Funding	(567)
	Canada-Ontario Community Housing Initiative	449
	Ontario Priorities Housing Initiative	572
	Sub-total	642
Services for Seniors	Case Mix Index	419
	Per Diem funding at the Long-Term Care Homes	192
	High Wage Transition	(95)
	Minor Capital Program	123
	Strategic Investments*	1,178
	Sub-total	1,817
Employment & Social Services	Ontario Works Benefits	619
	Ontario Works Cost of Administration	(40)
	Sub-total	579
Total Change in Provincial Subsidies		\$ 6,451

*Funding not confirmed.

**Funding confirmed.

All other funding is based on 2020 or 2020/2021 funding allocations.

- **Federal Subsidies** are increasing by \$955,000 or 5.4% and include an increase of \$756,000 in Federal Gas Tax funding which will be used to support the Transportation capital and road resurfacing programs, \$154,000 in Housing Services for the Reaching Home program and \$51,000 in Employment & Social Services for the Halton Newcomer Strategy.
- **Program Revenues** are increasing by \$1.3 million or 3.5%, mainly due to increased resident revenues in the Long-Term Care homes to reflect trends, an increase in Housing Services for shelter revenues from Ontario Works clients, an increase in blue box stewardship funding in Waste Management, and an increase in external recoveries for Regional property damages in Road Operations.
- **Other Revenue** is comprised of *Provincial Offences Act*, payment-in-lieu of taxes, railway right-of-way, and local improvement revenues. The 2021 budget includes an increase of \$26,000 for local improvement revenues.
- **Investment Income** budget continues to include \$55.0 million of investment income as a source of revenue. Of this revenue, \$43.0 million will be used to finance the Region's State-of-Good-Repair capital programs, and the remaining \$12.0 million will support the tax (\$8.4 million) and rate (\$3.6 million) supported services, unchanged from the 2020 budget. The gross revenue budget for investment earnings is based on general economic trends, the mix of investments in the Region's portfolio, and the fluctuating balances in reserves, reserve funds and the capital fund.
- **Supplementary Taxes** budget has been maintained at the 2020 level for 2021, which is in line with the actual average revenues over the past 7 years (2013-2019). Throughout the year, the Municipal Property Assessment Corporation (MPAC) provides the Region with additions to the assessment roll for supplementary and/or omitted assessment, which generates supplementary tax revenue. This revenue is difficult to predict as it is dependent on the quantity of properties assessed by MPAC, general economic conditions, and the level of development within each local municipality. For this reason, many municipalities choose not to budget for supplementary tax revenue as a recurring source of revenue. Staff will continue to monitor supplementary tax revenue to determine whether any adjustment needs to be made in future budgets. The Province recently announced changes to the *Assessment Act*; staff will review the impact of these changes and consider them for the 2022 budget.

Net Operating Budget

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

Tax-Supported Services

The following table outlines the net expenditures by program for the 2021 Tax-Supported Budget (excluding Police Services).

Net Operating Budget for Tax Supported Services (Excluding Police Services)								
Levy Requirement by Program								
\$000s	2020		2021			Change in Budget		
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2021 Base / 2020 Approved		2021 Requested / 2020 Approved	
Healthy Families	\$ 4,474	\$ 4,542	\$ 51	\$ 4,593	\$ 68	1.5%	\$ 119	2.7%
Health Protection	4,378	4,470	57	4,528	92	2.1%	149	3.4%
Healthy Schools & Communities	3,771	4,000	-	4,000	229	6.1%	229	6.1%
Infectious Disease Control	3,897	4,051	280	4,331	154	4.0%	434	11.1%
Paramedic Services	22,359	22,324	158	22,482	(35)	-0.2%	123	0.6%
Children's Services	10,584	10,945	998	11,943	361	3.4%	1,359	12.8%
Employment & Social Services	6,919	6,968	-	6,968	48	0.7%	48	0.7%
Housing Services	36,254	36,359	-	36,359	104	0.3%	104	0.3%
Human Services Planning & Program Support	7,937	7,881	500	8,381	(56)	-0.7%	444	5.6%
Services for Seniors	19,818	18,993	605	19,598	(825)	-4.2%	(220)	-1.1%
Planning Services	11,893	12,151	-	12,151	258	2.2%	258	2.2%
Economic Development	3,890	3,845	-	3,845	(44)	-1.1%	(44)	-1.1%
Waste Management	44,268	44,274	-	44,274	6	0.0%	6	0.0%
Road Operations	57,084	57,875	129	58,004	791	1.4%	920	1.6%
Non-Program	27,701	30,199	2,064	32,262	2,498	9.0%	4,561	16.5%
Boards & Agencies	11,788	12,129	-	12,129	341	2.9%	341	2.9%
Net Regional Impact	277,014	281,006	4,842	285,847	3,991	1.4%	8,833	3.2%
Assessment Growth							(4,709)	1.7%
Regional Levy Requirement	\$ 277,014	\$ 281,006	\$ 4,842	\$ 285,847	\$ 3,991	1.4%	\$ 4,124	1.5%

Schedule may not add due to rounding

The 2021 net expenditures requested budget for tax-supported services (excluding Police Services) are increasing from \$277.0 million to \$285.8 million, an increase of \$8.8 million or 3.2% before assessment growth. Of this increase, the base budget is increasing by \$4.0 million or 1.4% related to inflation and other cost increases. In addition to the base budget increase, the 2021 budget proposes strategic investments of \$4.8 million or 1.7% net that support the objectives, outcomes and actions identified in Halton's 2019–2022 Strategic Business Plan, as well as critical program enhancements to support the health and well-being of Halton residents through the COVID-19 pandemic and beyond, and investments that address pressures driven by growth and increased demand for services.

The net expenditures shown above incorporate the cost of Corporate Administration in order to reflect the full cost of service delivery. Starting in the 2021 budget, a change was made in the allocation methodology for Corporate Support costs. To more closely align with the cost allocation approaches of the Province's Financial Information Return (FIR) and Municipal Benchmarking Network Canada (MBNCanada), the cost of governance-related services of the Office of the Chair, Regional Council, the CAO's Office (excluding Human Resources) and Regional Clerks & Council Services are no longer being incorporated into the tax-supported program areas and are now being reported separately in Non-Program. Additional details of this change, and the Corporate Administration budget, are discussed in the Tax Overview section.

The combined base budget (\$4.0 million) and strategic investments (\$4.8 million) result in a \$8.8 million increase in net expenditures for 2021. The assessment growth (primarily related to new properties) in 2020 is estimated to be 1.7% or \$4.7 million. This results in a net tax increase of 1.5% for the 2021 budget. The key changes from the 2020 budget to the 2021 budget for a net tax impact of \$4.1 million or 1.5% are:

- **Public Health**, which is comprised of Healthy Families, Health Protection, Healthy Schools & Communities, and Infectious Disease Control, includes strategic investments for an additional 7.0 FTEs to address increased needs for prevention and control of infectious diseases, particularly COVID-19, as required by the Ontario Public Health Standards.
- **Paramedic Services** includes an investment for 3.0 FTEs to provide critical support to address pressures related to growth in the division resulting from increased call volumes
- **Children's Services** to maintain service levels as a result of provincial funding reductions, the 2021 budget includes an investment of \$1.0 million to maintain the current number of subsidized child care spaces
- **Human Services Planning & Program Support** includes additional funding of \$500,000 for the Halton Region Community Investment Fund (HRCIF) to meet new and emerging community needs, pivot to virtual models of service delivery, respond to public health directives from the pandemic, and address Community Safety and Well-Being issues
- **Road Operations** increases to address growth in the Regional road network and additional maintenance costs including winter control, increased funding to support road resurfacing, and an additional resource to oversee and manage storm sewer infrastructure, ensuring that the Regional Storm System is operated and maintained in a state-of-good repair
- **Non-Program** includes an increase in capital financing expenditures to fund the Burlington Beach Master Plan and long-term accommodation strategy, as well as increases for repayments to the tax stabilization reserve for the Emerald Ash Borer programs for Conservation Halton and Credit Valley Conservation, and floodplain mapping for Conservation Halton. This is partially offset with a decrease of \$500,000 due to the removal of the funding for the McMaster University grant payment following completion of the contribution agreement.
- **Boards & Agencies** include the Conservation Authorities, Royal Botanical Gardens, and the North Halton Mental Health Clinic. Council set guidelines through Report No. FN-26-20 which have been achieved as follows:
 - Conservation Halton 3.0% increase in the municipal general levy request
 - Credit Valley Conservation 2.3% increase in the municipal general levy request
 - Grand River Conservation Authority 2.5% increase in the municipal general levy request
 - Royal Botanical Gardens has been provided a 2.0% increase as per the guideline
 - North Halton Mental Health Clinic funding of \$1.2 million remains unchanged from the 2020 budget.

The 2021 Tax-Supported Budget also includes the following savings and revenues of \$4.1 million which were used to fund priority areas in the tax-supported programs:

- Reduction of \$1.8 million in the compensation budget due to the introduction of a vacancy allowance, to represent savings from temporary vacancies and more closely align the compensation budget with actual costs
- Decreased green cart organics processing costs of \$935,000 as a result of a new contract beginning in January 2021
- Decrease of \$105,000 in hydro and fuel costs to reflect rate savings for natural gas, gasoline and diesel fuels and reduced hydro consumption based on trends
- Decrease of \$100,000 in advertising expenditures to reflect trends
- Decrease of \$80,000 in meals, office supplies and equipment, subscriptions, printing, and furniture to reflect trends and reduced needs
- Reduction of \$79,000 in debt charges due to the retirement of debt
- Decrease of \$39,000 in Children's Services to reflect actual trends in various operating expenditures
- Increased revenues of \$753,000 for basic and preferred resident accommodation revenue in the Long-Term Care homes
- Increased revenues of \$181,000 in Waste Management for blue box funding from the Resource Productivity and Recovery Authority

Rate-Supported Services

The 2021 net expenditures for Water and Wastewater services is increasing from \$213.8 million to \$220.7 million, an increase of \$7.0 million or 3.3% as shown in the table below. This includes the base budget increase of \$6.8 million or 3.2% and net strategic investments of \$121,000 that address operational and strategic priorities. The customer growth is estimated to be 1.5% or \$1.4 million, while consumption growth is 0.0%. This results in a net water and wastewater rate increase for the 2021 budget of \$5.6 million or 2.6%. The net expenditures shown below incorporate the cost of Corporate Administration in order to reflect the full cost of service delivery.

Net Operating Budget for Water & Wastewater Services										
\$000s	2020	2021			Change in Budget					
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2021 Base to 2020 Budget		2021 Requested to 2020 Budget			
Water Treatment	\$ 23,292	\$ 23,272	\$ -	\$ 23,272	\$ (20)	-0.1%	\$ (20)	-0.1%		
Wastewater Treatment	40,083	39,676	-	39,676	(406)	-1.0%	(406)	-1.0%		
Water Distribution	26,759	27,308	60	27,369	549	2.1%	610	2.3%		
Wastewater Collection	20,604	21,628	60	21,688	1,024	5.0%	1,084	5.3%		
Infrastructure Management	103,051	108,735	-	108,735	5,684	5.5%	5,684	5.5%		
Net Program Impact	\$ 213,789	\$ 220,620	\$ 121	\$ 220,740	\$ 6,831	3.2%	\$ 6,951	3.3%		
Consumption Growth (0.0%)							-	0.0%		
Customer Growth (1.5%)							(1,373)	-0.6%		
Net Increase Requirement							\$ 5,578	2.6%		

Schedule may not add due to rounding.

As shown in the following table, gross operating expenditures are increasing by \$1.3 million driven by inflationary costs and other projected increases mitigated with savings and efficiencies which are discussed in detail in the Water and Wastewater Overview section.

\$000s	2020		2021		Change in Budget	
	Approved Budget	Requested Budget	Requested Budget	2021 Requested / 2020 Budget		
Gross Operating Expenditures	\$ 118,940	\$ 120,211	\$ 120,211	\$ 1,271	1.1%	
Capital Financing Expenditures	112,533	118,217	118,217	5,684	5.1%	
Gross Expenditures	\$ 231,473	\$ 238,428	\$ 238,428	\$ 6,955	3.0%	
Other Revenues	(17,684)	(17,688)	(17,688)	(4)	0.0%	
Net Program Impact	\$ 213,789	\$ 220,740	\$ 220,740	\$ 6,951	3.3%	
Consumption Growth*				-	0.0%	
Customer Growth*				(1,373)	-0.6%	
Rate Increase				\$ 5,578	2.6%	

* Includes 0.0% consumption growth and 1.5% customer growth

As shown in the table below, of the \$5.6 million (2.6%) net increase after customer growth, \$4.6 million (2.1%) is needed to provide sustainable funding for state-of-good-repair of existing water and wastewater assets based on the Public Works' Asset Management Plan (PW-28-17), and the remaining \$1.0 million (0.5%) is required to operate and maintain the water and wastewater systems.

\$000s	Change in Budget			
	Net Program Impact	With Customer Growth*	Rate Impact	
Gross Operating Expenditures	\$ 1,271			
Other Revenues	(4)			
Net Operating Expenditures	\$ 1,267	\$ 1,017	0.5%	
Capital Financing Expenditures	5,684	4,561	2.1%	
Net Program Impact	\$ 6,951	\$ 5,578	2.6%	

* Includes 0.0% consumption growth and 1.5% customer growth

The key driver of the 2021 budget net rate impact is the \$5.7 million increase in capital financing expenditures, which will fund the water and wastewater State-of-Good-Repair capital program. The operating contributions for the existing State-of-Good-Repair capital program have increased by \$8.1 million based on the Public Works' Asset Management Plan, which is in line with the 2021 forecast included in the 2020 budget as discussed in more detail in the Water and Wastewater Overview section of this book. This is offset by a \$2.4 million reduction in debt charges due to retiring debt.

The 2021 Rate-Supported Budget also includes the following savings of \$4.8 million which were used to fund priority areas in the water and wastewater program:

- Reduction in debt charges of \$2.4 million resulting from the retirement of debt
- Reduction of \$863,000 in the compensation budget due to the introduction of a vacancy allowance, to represent savings from temporary vacancies and more closely align the compensation budget with actual costs
- Decrease of \$675,000 in hydro costs due to the participation of 5 treatment plants and 2 pumping stations in the Industrial Conservation Initiative, which helps the Region manage its global adjustment costs by reducing demand during peak periods, as well as economies of scale arising from the closure of the Milton Wastewater Treatment Plant and subsequent processing of flows at the Mid-Halton Wastewater Treatment Plant
- Net decrease of \$381,000 in plant maintenance materials & supplies and purchased services due to efficiencies identified through a review of the maintenance program and the implementation of a Reliability Centred Maintenance program
- Decrease of \$350,000 in the basement flooding prevention program enabled through significant progress made to date in the sewer system optimization capital program, weeping tile and downspout disconnection programs
- Decrease of \$81,000 in natural gas and diesel fuel mainly due to lower than anticipated rates
- Decrease of \$78,000 in professional services, training, conferences and meals to reflect trends and reduced needs

2021 Budget Risks

The 2021 budget includes a number of potential risks that continue to be monitored by staff through the variance reporting to Council three times per year. COVID-19 introduces several significant risks into the 2021 budget which are summarized as follows:

- **Expenditure Risks:** The 2021 budget includes \$12.3 million of COVID-19 related expenditures which are based on the assumption that the costs associated with COVID-19 in 2021 will be consistent with the costs experienced to-date. If the costs associated with COVID-19 increase in 2021, these costs would not be reflected in the budget and there is a risk of negative variances as a result. This risk is difficult to quantify.
- **Subsidy Risks:** The 2021 budget includes \$4.3 million of unconfirmed temporary and permanent Provincial subsidies. This is equivalent to a 1.57% tax rate increase.

In addition, any important announcements by the Province or significant changes in budget assumptions will be reported to Council. The following chart highlights some of the major assumptions underpinning the 2021 budget and the sensitivity of these assumptions.

2021 Budget Risks and Sensitivities (excluding Police)				
Key Budget Components	Target Budget	Budget Assumptions	Sensitivities	
			\$ Impact	% Tax/Rate Impact
Tax				
Provincial Subsidies:				
Public Health (Base Funding)	\$22.9 million	0% Increase	1.0% change in Provincial subsidy = \$229,000	0.08%
Public Health (COVID-19 One-Time Funding)	\$2.8 million	To offset temporary COVID-19 response costs	\$2.8 million is anticipated, but not confirmed	1.01%
Public Health (Strategic Investments)	\$374,000	Based on the current cost-share level	\$374,000 is anticipated based on the current cost-share level, but is not confirmed	0.13%
Paramedic Services	\$21.0 million	4.5% Increase	1.0% change in Provincial Subsidy = \$210,000	0.08%
Services for Seniors (excluding LTC)	\$5.0 million	0% Increase	1.0% change in Provincial Subsidy = \$50,000	0.02%
Services for Seniors (including LTC CMI)	\$32.6 million	1.9% Increase	1.0% change in Provincial Subsidy = \$326,000	0.12%
Services for Seniors (Strategic Investments)	\$1.2 million	Based on the current funding level	\$1.2 million is anticipated based on the current funding level, but is not confirmed	0.42%
Children's Services	\$59.1 million	3.6% Decrease	1.0% change in Provincial Subsidy = \$591,000	0.21%
Housing Services	\$14.4 million	5.8% Increase	1.0% change in Provincial Subsidy = \$144,000	0.05%
Resource Recovery and Productivity Authority (Formerly Waste Diversion Ontario)	\$5.1 million	53.0% recovery of costs	1.0% change in recovery rate = \$95,400	0.03%
Investment Income	\$55.0 million	3.1% Rate of Return	0.1% change in rate of return = \$1.7 million in total investment income	0.61%
Supplementary Taxes	\$6.5 million	Based on 7-year average	1.0% change in supplementary taxes = \$65,000	0.02%
Tax Write-Offs	\$4.7 million	Based on 7-year average	1.0% change in tax write offs = \$47,000	0.02%
Assessment Growth	-	1.7%	1.0% change in budget (excluding Police) = \$2.8 million	1.00%
Rate				
Consumption Growth	\$138.1 million	0.0% consumption growth	1.0% change in consumption growth = \$1.4 million	0.64%
Customer Growth	\$82.6 million	1.5% customer growth	1.0% change in customer growth = \$890,000	0.41%

2021 Operating Budget and Forecast

Looking forward to 2021 and beyond, the unprecedented impact of the COVID-19 pandemic and global economic conditions continue to be very challenging and present risks to the 2021 Budget and Forecast. While the 2021 budget includes measures to mitigate the risks to the extent possible, the 2021 Budget and Forecast continues to have areas of risk exposure including:

Growth Assumptions

Given the uncertainty around the impacts of COVID-19 on development, there is a risk of not achieving the 1.7% assessment growth target in 2021, however any potential shortfall in assessment growth is anticipated to be temporary in nature. Current assessment growth in the 2021 budget is estimated to be 1.7% with 1.7%-1.8% assessment growth included in the 2022-2030 forecast period. Any growth realized over or under the provision in the budget (1.7%) will be transferred to or from the Tax Stabilization reserve, on a one-time basis. Moderate growth will also impact supplementary taxes which are budgeted at \$6.5 million. Although water and wastewater customer growth is estimated to be 1.5%, the 2021 budget assumes no consumption growth to reflect the continued impact of water efficiency and conservation as detailed in the Water and Wastewater Overview section. Forecast growth assumptions have also been adjusted to reflect the current trend.

Provincial Subsidies

There continues to be uncertainty in Provincial funding levels resulting from the significant financial challenges facing the Province, and impacts that are still not known specifically related to funding models and programs that the Province has communicated will be changing, or are currently under review including the Children's Services funding model, Ontario Works cost of administration funding, service delivery of Employment Ontario programs, and the structure of Public Health and Paramedic Services in the Province. The 2020 Provincial budget that was released on November 5th includes a committed focus on protecting the health and safety of the people during the COVID-19 pandemic, with a plan over a three-year period to protect, support, and recover from the pandemic. It includes continued support in the Healthcare sector to help contain and prevent COVID-19. Further details will be available when confirmed funding allocations have been received. Continued support from the Provincial Government is essential for Halton Region to continue responding to the COVID-19 pandemic and provide critical program enhancements that will support the long-term health and safety of residents.

As discussed earlier, the subsidy budgeted for many programs does not keep pace with the increase in costs and demands for services. For Public Health, the funding model has changed from the previous 100% and 75% cost-share model to 70% in 2020, with further changes possible as the model is under review. For Paramedic Services, the latest funding formula provides an increase for program growth, but not inflation. For Children's Services, there is ongoing risk surrounding the level of funding commitment and changes to funding formulas. Funding for the cost administration of the Ontario Works program has been frozen, and is expected to continue to be frozen, or possibly reduced in future years. The increased cost for providing services for Seniors at the Region's Long-Term Care homes, with increasing medical and behavioural complexities, is not met with equivalent increases in funding, with funding for Case Mix Index (CMI) provided at only 92.7% of the calculated care needs of residents in 2020. Using the latest information available as of November 26, 2020, these funding assumptions have been reflected in the 2021 budget and forecast.

COVID-19 Long-Term Impacts

It is anticipated that many pressures related to COVID-19 will continue in 2021 such as maintaining service levels in Public Health while continuing to respond to COVID-19, maintaining increased infection control measures in Long-Term Care, meeting increased demand for Ontario Works and discretionary program support as Canada's COVID-19 Economic Response Plan supports expire, and addressing capacity issues in Homelessness programs. In addition, it is anticipated that there will be ongoing costs for personal protective equipment, technology, and additional cleaning and disinfecting costs. While there are still many unknown variables including the duration of the pandemic and recovery, the 2021 budget plans for a continued response to COVID-19. These costs have been largely offset in the 2021 budget through additional provincial COVID-19 funding confirmed or anticipated, and through funding anticipated to be carried-forward from the Safe Restart

Agreement Phase 1 funding. These one-time impacts have not been carried through the forecast period, and will need to be assessed through 2021 as the pandemic continues to evolve. The strategic investments proposed in the 2021 budget in critical program enhancements continue through the forecast to support the health and well-being of Halton residents through the COVID-19 pandemic and beyond.

Performance of the Region's Investment Portfolio

The Region's investment portfolio is expected to generate \$55.0 million or 6.9% of total revenues in 2021. This is a key source of funding for the Region's state-of-good-repair capital program. Although, interest rates are rising slightly in the short-term, long range forecasts continue to be at historical lows, which continue to make it challenging for the program to generate interest revenues to support to the \$55.0 million budget.

Future Liabilities

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

Cost Increases

The forecast generally assumes a 2.0% rate of inflation. There continues to be considerable uncertainty on the future of inflation given the severe and adverse effects of the COVID-19 pandemic. Staff reviewed the various economists' research from the 7 major Canadian banks and, based on this review, have found that they are currently forecasting the annual Canadian inflation in a range of 1.0% to 2.0%, with an overall average of 1.7% for 2021. The forecasting is dependent on how quickly the economy recovers from the COVID-19 pandemic and the timing and strength of the recovery. The Bank of Canada's inflation control target remains at 2.0%, which is the midpoint of the Bank's 1.0% to 3.0% target range. Economic conditions can have a significant effect on the future cost impacts. In addition, many programs rely on commodities and services where prices are market-driven and not tied to inflationary increases.

The 10-year Operating Forecast has been prepared to maintain the tax impact for Regional services close to inflation, and the rate increase related to operations below the rate of inflation for rate-supported services. The forecast reflects current services and service levels. Any change in service or service level will 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 2021 budget was based on the following key assumptions:

- General inflation of 2.0%; where applicable
- Interest on reserves of 3.0%
- Debt financing rate of 5.0%
- Capital expenditures based on financing plan for the Capital Budget
- Assessment growth of 1.7% to 1.8% per year
- Provincial subsidies to follow current funding formulas
- Long-Term impacts related to COVID-19 will need to be assessed
- Water customer growth of 1.2% to 1.5%
- Water consumption growth of -0.9% to 0% (with adjustments in the forecast for declining water consumption)

Tax-Supported Services

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

Ten Year Operating Budget Forecast For Tax Supported Services										
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
\$000s	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Region:										
Net Expenditures	\$ 285,847	\$ 298,134	\$ 311,482	\$ 323,522	\$ 335,826	\$ 348,826	\$ 362,018	\$ 375,553	\$ 389,468	\$ 404,160
Net Expenditure Change	3.2%	4.3%	4.5%	3.9%	3.8%	3.9%	3.8%	3.7%	3.7%	3.8%
Region Tax Impact (after assessment growth)	1.5%	2.6%	2.6%	2.0%	2.1%	2.1%	2.0%	2.0%	2.0%	2.0%
Halton Regional Police Service:										
Net Expenditures	\$ 168,832	\$ 175,051	\$ 181,760	\$ 190,468	\$ 199,444					
Police Net Expenditure Change	4.2%	3.7%	3.8%	4.8%	4.7%					
Police Tax Impact (after assessment growth)	2.5%	2.0%	2.0%	2.9%	3.0%					
Region Including Police:										
Net Expenditures	\$ 454,680	\$ 473,186	\$ 493,243	\$ 513,990	\$ 535,270					
Regional Net Expenditure Change (Includes Police)	3.6%	4.1%	4.2%	4.2%	4.1%					
Region Including Police Tax Impact (after assessment growth)	1.8%	2.3%	2.4%	2.4%	2.4%					
Assessment Growth Assumption	1.7%	1.7%	1.8%	1.8%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%
Tax Budget Forecast as projected in the 2020 Budget										
Region Tax Impact (after assessment growth)	2.4%	2.6%	2.6%	2.0%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%

Rate-Supported Services

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

As shown in the following table, the rate forecast anticipates increases in a range between 3.1% and 3.3%, with over half of the increase (1.5% to 2.2%) required to support the capital expenditure financing to maintain the State-of-Good-Repair capital program. These rate increases are lower than the rate increases projected in the 2020 forecast due to savings in operating expenditures mainly related to hydro due to the participation of 5 treatment plants and 2 pumping stations in the Industrial Conservation Initiative, which allows eligible facilities to manage their global adjustment costs by reducing demand during peak periods, as well as economies of scale arising from the closure of the Milton Wastewater Treatment Plant in April 2020. Since becoming eligible to participate in the Industrial Conservation Initiative in July 2017, the Region has been able to avoid planned increases of \$876,000 in the 2018 budget and \$350,000 in the 2019 budget, and realize reductions of \$1.2 million in the 2020 budget and \$675,000 in the 2021 budget. The projected hydro increases in the 2021 forecast have subsequently been reduced to reflect these savings.



Also included in the forecast is a provision to reflect declining water consumption trends. As noted earlier, it is expected that water conservation efforts and growing environmental awareness will continue to affect the projected consumption in the forecast period. Over the past four years (2016-2019), the actual base consumption (with no seasonal usage) has been steadily decreasing, with a decrease from 216 m³ to 210 m³, or 2.8%, in the average annual household consumption. Accordingly, the 2021 10-year rate forecast takes a conservative approach to the consumption projection based on the trends observed in the past four years. The forecast maintains the current projected consumption (52.9 million m³) for the first half of the 10-year period and reflects a gradual annual decline during the second half reaching 50.5 million m³ (-4.5%) by 2030. Staff will continue to closely monitor the trend and determine whether any further adjustments needs to be made through the annual budget process.

Ten Year Operating Budget Forecast For Rate Supported Services										
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Net Program Impact (\$000's)	\$ 220,740	\$ 229,575	\$ 238,793	\$ 248,103	\$ 257,751	\$ 266,192	\$ 274,593	\$ 283,294	\$ 292,297	\$ 301,535
Annual Water Consumption m ³ (000s)	52,913	52,913	52,913	52,913	52,913	52,421	51,934	51,452	50,974	50,500
Residential Bill (250 m ³ p.a.)	\$ 1,059	\$ 1,094	\$ 1,131	\$ 1,167	\$ 1,205	\$ 1,244	\$ 1,283	\$ 1,324	\$ 1,365	\$ 1,408
Annual % Rate Increase	2.6%	3.3%	3.3%	3.2%	3.2%	3.2%	3.1%	3.1%	3.1%	3.1%
Rate Impact:										
State-of-Good-Repair	2.1%	2.1%	2.2%	2.1%	2.1%	1.6%	1.6%	1.6%	1.6%	1.5%
Operating Expenses	0.5%	1.3%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%
Consumption Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.5%

Rate Budget Forecast as Projected in the 2020 Budget										
Net Program Impact (\$000's)	\$ 222,640	\$ 231,836	\$ 241,400	\$ 251,172	\$ 259,831	\$ 268,663	\$ 277,843	\$ 287,210	\$ 296,746	
Annual Water Consumption m ³ (000s)	52,913	52,913	52,913	52,913	52,421	51,934	51,452	50,974	50,500	
Residential Bill (250 m ³ p.a.)	\$ 1,069	\$ 1,106	\$ 1,145	\$ 1,184	\$ 1,224	\$ 1,266	\$ 1,309	\$ 1,352	\$ 1,395	
Annual % Rate Increase	3.5%	3.5%	3.5%	3.4%	3.4%	3.4%	3.4%	3.3%	3.2%	
Rate Impact:										
State-of-Good-Repair	2.2%	2.3%	2.3%	2.2%	1.7%	1.7%	1.7%	1.6%	1.6%	
Operating Expenses	1.3%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	
Consumption Change	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.5%	

2021 Capital Budget & Forecast

The capital program identifies the significant investments in infrastructure that are required to appropriately maintain and replace the Region's existing infrastructure assets (State-of-Good-Repair) and expand the infrastructure to meet the requirements of the growing community (Development). The following table summarizes the 2021 Capital Budget and Forecast, including the Police Services capital program.

2021 Capital Budget & Forecast											
Summary of Total Capital Budget & Financing (\$000s)											
	Gross Cost	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Program Expenditures											
Water	\$ 982,123	\$ 87,189	\$ 70,491	\$ 93,314	\$ 158,045	\$ 82,350	\$ 251,621	\$ 41,650	\$ 64,628	\$ 77,536	\$ 55,299
Wastewater	1,200,533	170,424	61,271	60,120	143,564	182,703	209,326	95,819	96,881	79,759	100,666
Transportation	1,725,242	166,465	159,036	94,315	226,833	242,068	243,275	180,069	118,362	137,766	157,053
Planning	166,385	12,820	17,515	35,720	14,460	12,720	21,470	13,720	13,220	12,220	12,520
Energy, Fleet and Facilities	76,430	6,598	4,153	3,669	32,862	3,707	4,043	4,193	6,725	3,676	6,804
Waste Management	44,860	1,123	1,868	13,247	1,453	3,180	898	15,870	5,032	1,470	719
Information Technology	50,878	6,349	4,757	4,984	5,455	5,090	4,444	4,869	5,286	5,397	4,248
Paramedic Services	36,043	1,361	2,118	4,877	5,224	2,720	2,418	3,849	3,270	2,609	7,597
Services for Seniors	6,620	650	650	650	650	650	650	650	650	650	770
Other Tax	13,531	660	8,423	406	421	881	694	372	355	404	915
Police	60,852	6,239	10,037	7,404	5,938	7,515	5,218	5,900	4,200	4,200	4,200
Total	\$ 4,363,497	\$ 459,878	\$ 340,319	\$ 318,706	\$ 594,905	\$ 543,584	\$ 744,057	\$ 366,961	\$ 318,609	\$ 325,687	\$ 350,791
Financing											
Tax Reserves	\$ 1,225,496	\$ 131,794	\$ 125,353	\$ 112,042	\$ 169,806	\$ 156,365	\$ 139,639	\$ 129,124	\$ 77,420	\$ 82,325	\$ 101,628
Rate Reserves	1,349,425	105,563	120,726	131,721	166,201	120,176	150,044	123,280	136,223	143,199	152,292
Dev't Charges - Resid.	1,558,651	181,900	86,651	65,644	225,116	227,728	373,416	109,448	98,914	95,073	94,761
Dev't Charges - Non-Res.	5,820	344	511	599	758	763	898	467	486	410	586
Capital Invstmt Revolv. Fnd	206,733	39,050	2,792	5,433	31,796	37,326	78,833	3,415	4,339	3,453	296
External Rcvry/Other	12,272	1,227	1,227	1,227	1,227	1,227	1,227	1,227	1,227	1,227	1,227
Debentures	5,100	-	3,060	2,040	-	-	-	-	-	-	-
Total	\$ 4,363,497	\$ 459,878	\$ 340,319	\$ 318,706	\$ 594,905	\$ 543,584	\$ 744,057	\$ 366,961	\$ 318,609	\$ 325,687	\$ 350,791

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, reprogrammed projects and program objectives.

As shown above, the Region's 10-year capital program between 2021 and 2030 is projected at \$4.4 billion. The 10-year program includes \$2.2 billion (50.0%) in rate-supported projects and \$2.2 billion (50.0%) in tax-supported projects. Financing of the 2021 Capital Budget and Forecast is based on Council approved financing plans.

2021 Capital Budget

The 2021 Capital Budget is \$459.9 million. Of this total, \$257.6 million (56.0%) is for rate-supported services (Water and Wastewater) and \$202.3 million (44.0%) is for tax-supported services which includes \$166.5 million for the Transportation program.

The 2021 Capital Budget is \$154.3 million higher than previously projected for 2021 in the 2020 budget. This increase is mainly driven by additions to the Transportation capital program (\$15.5 million), increase in the Water and Wastewater State-of-Good-Repair program (\$11.0 million), and increase in the Water and Wastewater Development-related program (\$128.9 million).

The section below highlights the 2021 Capital Budget and changes from the 2021 forecast included in the 2020 budget:

- **\$257.6 million 2021 Water and Wastewater capital program** consists of \$152.3 million for the Development-related program and \$105.3 million for the State-of-Good-Repair (Non-Development) program to address the upgrade/replacement needs.
 - **\$152.3 million Water and Wastewater Development-related program** in 2021 is \$128.9 million higher than the 2021 forecast included in the 2020 budget. This increase is predominately driven by the cost associated with the construction of deeper wastewater mains, mainly through tunnelling. Some of the key projects include:
 - \$27.1 million for 1,200 L/s WWPS on Trafalgar Rd/ Britannia Rd – Construction (MIL)
 - \$14.0 million for 20 ML/d Zone G6L Pumping Station at Zone 4 Reservoir - Construction (HHGEO)
 - \$9.5 million for 300 mm WWM on Britannia Rd from 8th Line to Trafalgar/ Britannia WWPS – Construction (MIL)
 - \$9.3 million for 900 mm WWM on 8th Line from 10th Side Rd to 5th Side Rd – Construction (HHGEO)
 - \$9.3 million for 900 mm WWM on 8th Line from 5th Side Rd to Steeles Ave – Construction (HHGEO)
 - \$9.3 million for 1050 mm WWM on Steeles Ave from 8th Line to Crossing Easement – Construction (HHGEO)
 - \$9.3 million for 1050 mm WWM on Trafalgar Rd from Derry Rd to Golf Course – Construction (MIL)
 - \$9.3 million for 1050 mm WWM on Trafalgar Rd from Golf Course to Britannia Rd / Trafalgar Rd WWPS – Construction (MIL)
 - \$9.3 million for 1050 mm WWM 401 Crossing from Steeles Ave to Auburn Rd – Construction (MIL)
 - \$9.3 million for 1050 mm WWM on Auburn Rd from Hwy 401 crossing easement to Trafalgar Rd – Construction (MIL)
 - \$9.3 million for 1050 mm WWM on Trafalgar Rd from Auburn Rd to Derry Rd – Construction (MIL)
 - **\$105.3 million Water and Wastewater State-of-Good-Repair program** in 2021 is \$11.0 million higher than the 2021 forecast included in the 2020 budget and includes the following:
 - \$52.6 million for water distribution and wastewater collection systems rehabilitation and replacements, including the \$6.0 million related to the Basement Flooding Mitigation program

- \$44.6 million for plants/facilities infrastructure upgrades and replacements, including Washburn Pumping Station and Reservoir Upgrades, Biosolids Management Centre (BMC) administration buildings and servicing replacement and Burlington Skyway Wastewater Treatment Plant (WWTP) transformer replacement and secondary clarifiers #5 - #8 upgrades (phase 2)
- **\$166.5 million 2021 Transportation capital program** is \$15.5 million higher than the 2021 forecast included in the 2020 budget. This is mainly due to land acquisition and construction increases related to Trafalgar Road Widening from Steeles Avenue to No. 10 Side Road (\$40.4 million) and construction increases for Dundas Street Widening (\$24.4 million) which was offset by two grade separations on Trafalgar Road that are being reprogrammed as part of the Trafalgar Road widening from 2 to 4 lanes from 10 Side Road to Hwy 7.
 - \$44.2 million for Trafalgar Road – widening 2 to 4 lanes from Steeles Avenue to No. 10 Side Road, widening from 4 to 6 lanes Britannia Road to Steeles Avenue including Hwy 401 structure and grade separation north of Maple Avenue and south of Hwy 7
 - \$43.4 million for Dundas Street – \$40.8 million for utilities and construction of 4 to 6 lanes from Guelph Line to Northampton and \$2.6 million for design and utilities between Halton/Hamilton Boundary and Guelph Line
 - \$12.3 million for Road resurfacing and related works
 - \$11.4 million for Guelph Line – resurfacing and reconstruction from Colling Road to Britannia Road and from No. 20 Side Road to 32 Side Road
 - \$10.4 million for Tremaine Road – widening 2 to 4 lanes from Dundas Street to Lower Base Line
 - \$9.0 million for Regional Road 25 – widening 2 to 4 lanes from No. 5 Side Road to No. 10 Side Road and 4 to 6 lanes from Speers Road to Hwy 407 and from Britannia Road to Derry Road
- **\$12.8 million 2021 Planning capital program** has remained unchanged from the 2021 forecast included in the 2020 budget. Included in the 2021 expenditures is \$1.5 million to support the LPAT & other hearings and \$1.7 million for the Burlington Beach Property acquisition.
- **\$6.6 million 2021 Energy, Fleet and Facilities capital program** is \$1.6 million lower than the 2021 forecast included in the 2020 budget due to the deferral of the Paramedic Services Headquarters and Public Works Operations Centre expansion and extended lifecycle replacement requirements at the Halton Regional Centre and other Regional facilities based on ongoing preventive facility maintenance activities offset by the \$5.0 million cost increase associated with the Regional Accommodation Plan project.
- **\$1.1 million 2021 Waste Management capital program** is \$0.2 million higher than the 2021 forecast included in the 2020 budget mainly due to increased costs for the internal road upgrades and surfacing required to keep the landfill site accessible and safe.
- **\$6.3 million 2021 Information Technology capital program** is \$0.6 million higher than the 2021 forecast included in the 2020 budget due to deferrals of the replacement software projects, and Growth Licensing projects offset by increases to the Office365 Collaboration Tool Migration, Human Resource Information System – Success Factors, Replacement Servers & Network, and IT Security Systems projects. This program includes ongoing life cycle replacement of IT assets, including software licensing, software and hardware upgrades/replacements.
- **\$1.4 million 2021 Paramedic Services capital program** is \$0.7 million lower than the 2021 forecast included in the 2020 budget due to deferrals of enhancement ambulances, defibrillators and power cots/lift systems.
- **\$0.7 million 2021 Services for Seniors capital program** is unchanged from the 2021 forecast included in the 2020 budget. This includes projects to support equipment replacement at the Long-Term Care facilities.

- **\$0.7 million 2021 Other capital program** is unchanged from the 2021 forecast included in the 2020 budget. This includes projects to support Economic Development, Children's Services and Capital & Development Financing.
- **\$6.2 million 2021 Police capital program** is \$0.5 million higher than the 2021 forecast included in the 2020 budget due to increases in Technology and Fleet costs offset by reductions in Operating Equipment and Facility costs.

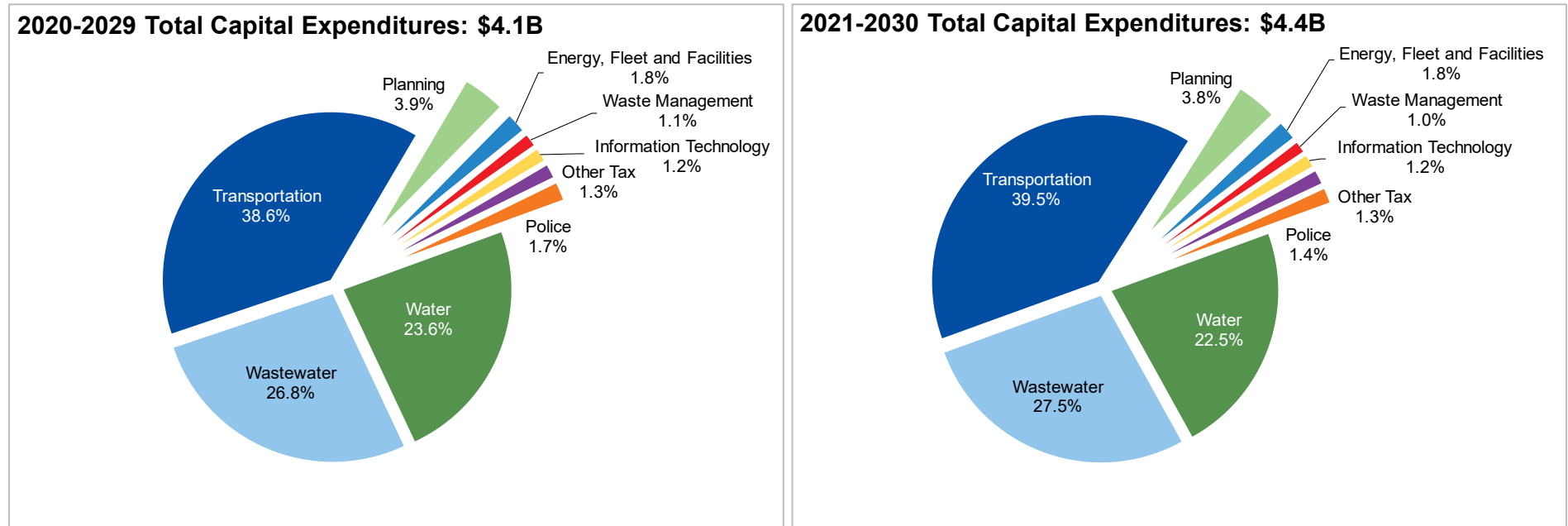
The financing of the capital program is outlined in detail within the Tax Overview and the Water and Wastewater Overview sections of this book. The following are the 10 highest dollar value projects included in the 2021 Capital Budget. These projects total \$191.0 million and account for 41.5% of the 2021 Capital Budget.

2021 Capital Budget & Forecast		
Top 10 Largest Capital Expenditures in 2021 (\$Millions)		
Program	Project Descriptions	Cost
Roads	Trafalgar Road - Widening and Grade Separation	\$ 44.2
Roads	Dundas Street - Widening	43.4
Wastewater	1,200 L/s WWPS on Trafalgar Rd/ Britannia Rd - Construction (MIL)	27.1
Water	20 ML/d Zone G6L Pumping Station at Zone 4 Reservoir - Construction (HHGEO)	14.0
Roads	Road Resurfacing & Related Works	12.3
Roads	Guelph Line Resurfacing/Reconstruction	11.4
Roads	Tremaine Road - Widening and Reconstruction	10.4
Wastewater	300 mm WWM on Britannia Rd from 8th Line to Trafalgar/ Britannia WWPS (MIL)	9.5
Planning	Assisted Housing Development	9.4
Wastewater	900 mm WWM on 8th Line from 10th Side Rd to 5th Side Rd - Construction (HHGEO)	9.3
Total		\$ 191.0

Schedule may not add due to rounding.

10-Year Capital Budget & Forecast

The following charts illustrate the 2021 10-year expenditures compared to the 2020 forecast.



The 2021 10-year Capital Budget and Forecast (2021 to 2030) totals \$4.4 billion, which is \$246.8 million higher than the 2020 10-year program. The increase is mainly due to a \$134.8 million increase in Transportation, a \$61.3 million increase in the Water and Wastewater State-of-Good-Repair program, a \$47.8 million increase in the Water and Wastewater development program, and a \$4.7 million increase in Planning, offset by an \$8.1 million decrease to Police as outlined below.

As illustrated, a significant portion (89.6%) of the 2021 10-year program continues to be committed to the Water, Wastewater and Transportation programs. The Water, Wastewater and Transportation 10-year capital program has been updated based on the Region's infrastructure staging plan review, the Public Works Asset Management Plan (PW-28-17) and cost updates.

- **\$2.2 billion 10-year Water and Wastewater capital program** consists of \$0.9 billion for the Development-related program and \$1.3 billion for the State-of-Good-Repair program (Non-Development).
 - **\$0.9 billion 10-year Water and Wastewater Development program** is a \$47.8 million increase from the 2020 program. This increase is predominately driven by higher than anticipated construction estimates and the cost associated with the construction of deeper wastewater mains, mainly through

tunneling, however this cost is largely offset by the large expenditures approved in 2020 being removed from the 10-year program. The 10-year program includes:

- \$326.9 million to service Region-wide capacity-related infrastructure.
 - \$461.4 million to service Greenfield area related infrastructure.
 - \$51.1 million to service built boundary areas related infrastructure.
 - \$71.0 million for employment land servicing related infrastructure
- **\$1.3 billion 10-year Water and Wastewater State-of-Good-Repair program** is a \$61.3 million increase from the 2020 program. The 2021 plan has been prepared based on PW's Asset Management Plan (PW-28-17), and the 10-year state-of-good-repair program will continue to be updated through the annual budget process based on the optimized decision-making process developed under the Public Works' Asset Management Strategy. The 2021 10-year Capital Budget includes:
- \$458.5 million for water distribution and wastewater collection systems rehabilitation and replacements, including the basement flooding mitigation program of \$29.8 million.
 - \$752.2 million for plants/facilities infrastructure upgrades, replacements, including \$31.0 million for plant maintenance.
 - \$43.3 million for SCADA Master Plan implementation and other SCADA related projects.
- **\$1.7 billion 10-year Transportation capital program** consists of \$1.3 billion for the Development-related program and \$414.3 million for the State-of-Good-Repair program (Non-development). The 10-year program in 2021 is \$134.8 million higher than the 2020 program and reflects Public Works' Asset Management Plan, cost updates for land, utilities and construction based on design work and reprogramming of previously approved budgets. The 10-year program provides significant road widening, grade separations, noise attenuation barriers, storm pump stations and road resurfacing program initiatives.

The 10-year program includes:

- \$256.1 million for Trafalgar Road
 - \$206.0 million for Regional Road 25
 - \$143.0 million for Tremaine Road
 - \$137.0 million for Steeles Avenue
 - \$127.1 million for Upper Middle Road
 - \$113.9 million for James Snow Parkway
 - \$110.0 million for Roads Resurfacing Program and Related Works
 - \$93.4 million for Dundas Street
- **\$166.4 million 10-year Planning capital program** is \$4.7 million higher than the 2020 program mainly due to an increase of \$5.9 million in the Burlington Beach Master Plan implementation costs offset by a decrease of \$4.5 million to LPAT & Other Hearing costs.
- **\$76.4 million 10-year Energy, Fleet and Facilities capital program** is \$2.9 million higher than the 2020 program; this is primarily driven by the increased costs associated with the Halton Regional Centre Renovation and Modernization project and extended lifecycle replacement requirements at the other Regional facilities based on ongoing preventive facility maintenance activities.

- **\$44.9 million 10-year Waste Management capital program** is \$1.8 million lower than the 2020 program mainly due to the Halton Waste Management System (HWMS) Optimization Implementation project moving to the constructions stage in 2020.
- **\$50.9 million 10-year Information Technology capital program** is \$1.0 million higher than the 2020 program mainly due to increased state-of-good-repair infrastructure costs based on lifecycle replacement. 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 Human Resource Information System – Success Factors, Emergency Mass Notification System, and WorkForce Management.
- **\$36.0 million 10-year Paramedic Services capital program** is \$6.4 million higher than the 2020 program mainly due to additional funding required for the replacement of vehicles.
- **\$6.6 million 10-year Services for Seniors capital program** is \$2.2 million lower than the 2020 program mainly due to the construction proceeding for the Production Kitchen at Allendale and the receiving kitchen at Post Inn Village.
- **\$13.5 million 10-year other capital programs** include projects to support Economic Development, Children’s Services and Capital & Development Financing.
- **\$60.9 million 10-year Police capital program** is \$7.9 million lower than the 2020 program mainly due to reductions in Technology, Radio Trunking and Specialized Equipment project costs offset by increases in Vehicle costs to support the lifecycle replacement.

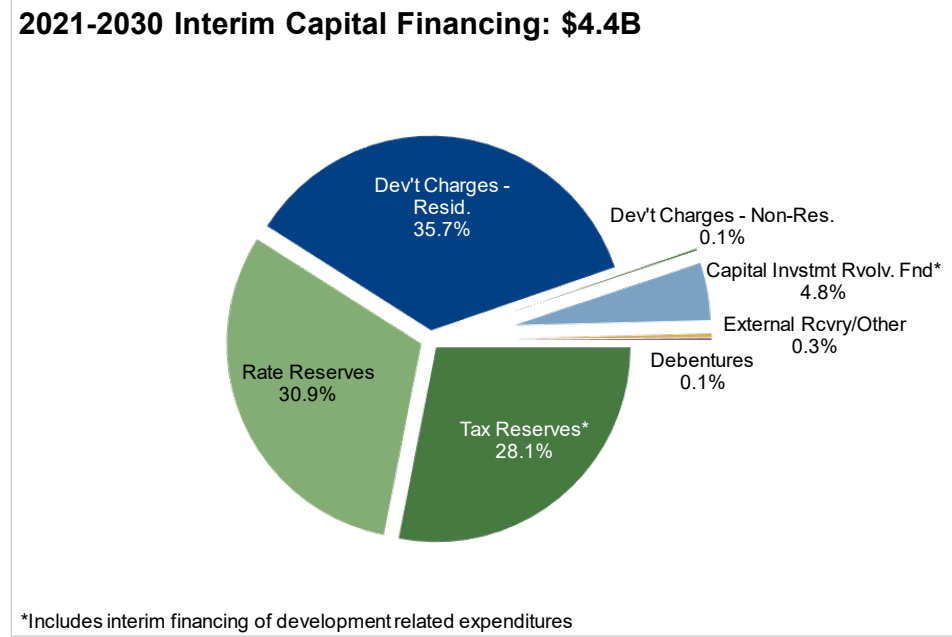
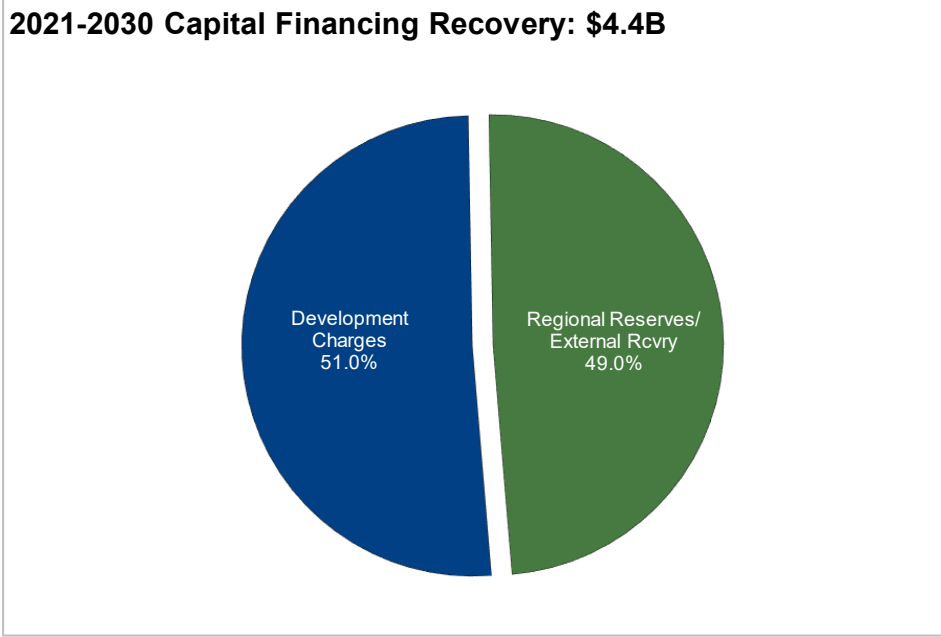
The following table shows the 20 largest dollar value projects in the 10-year Capital Budget and Forecast. These projects total \$2.0 billion and represent 46.2% of the total capital program.

2021 Capital Budget & Forecast Top 20 Largest Expenditures (2021 - 2030) (\$Millions)				
Program	Project Descriptions	2021	2022-2030	Total
Roads	Trafalgar Road - Widening and Grade Separation	\$ 44.2	\$ 211.9	\$ 256.1
Roads	Regional Road 25 - Widening and Reconstruction	9.0	197.0	206.0
Roads	Tremaine Road - Widening	10.4	132.6	143.0
Water	Burloak WPP Phase 2 Expansion from 55ML/d to 165ML/d (OAK)	-	142.6	142.6
Roads	Steeles Avenue - Widening	0.2	136.8	137.0
Roads	Upper Middle Road - Widening	-	127.1	127.1
Roads	James Snow Parkway - Widening, New Road	3.6	110.3	113.9
Roads	Road Resurfacing & Related Works	12.3	97.7	110.0
Planning	Assisted Housing Development	9.4	90.1	99.5
Wastewater	Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d (OAK)	-	97.8	97.8
Roads	Dundas Street - Widening	43.4	50.0	93.4
Wastewater	Wastewater Force Mains (REG)	-	72.0	72.0
Roads	Ninth Line - Widening	6.1	65.7	71.7
Wastewater	Twinned 900 mm WWFM on Lower Base Line from Fourth Line to Regional Road 25 (MIL)	-	63.5	63.5
Roads	Winston Churchill Boulevard - Bypass, Reconstruction and Widening	1.3	58.8	60.1
Roads	Appleby Line - Widening and Intersection Improvements	-	55.1	55.1
Roads	5 1/2 Line - New Road and Interchange	-	49.3	49.3
Roads	Traffic Signals & Intersections	7.1	34.0	41.1
Planning	Burlington Waterfront Master Plan Implementation	1.7	39.2	40.9
Roads	Burloak Drive - Widening	-	34.5	34.5
Total		\$ 148.8	\$ 1,866.0	\$ 2,014.8

Schedule may not add due to rounding.

10-Year Capital Financing

A breakdown of the 2021 Capital Budget and Forecast financing is presented in the following graphs.



Included in the 10-year capital plan of \$4.4 billion is \$2.1 billion (49.0%) to address state-of-good-repair capital needs (upgrades/rehabilitation/replacements) and \$2.2 billion (51.0%) to address growth-related capital programs (capacity expansion). Accordingly, as shown above, the growth-related program (51.0%) will ultimately be funded from DCs, and the State-of-Good-Repair program will be funded from Regional reserves (49.0%).

As detailed later in the Long-term Financing section, Regional reserves (including transfers from the Operating Budget and investment earnings) and debt are used to fund the state-of-good-repair (non-growth) infrastructure program. In order to maintain sufficient reserves and adequate ratios between the operating contributions and amortization expenses, the 2021 budget increased the total operating contributions (excluding investment earnings) from \$140.2 million to \$149.3 million (\$9.1 million increase) in support of the water/wastewater and transportation State-of-Good-Repair capital programs. This provided an opportunity to increase use of the capital reserves, in order to finance the growing State-of-Good-Repair capital program on a pay-as-you-go basis and to reduce debt financing.

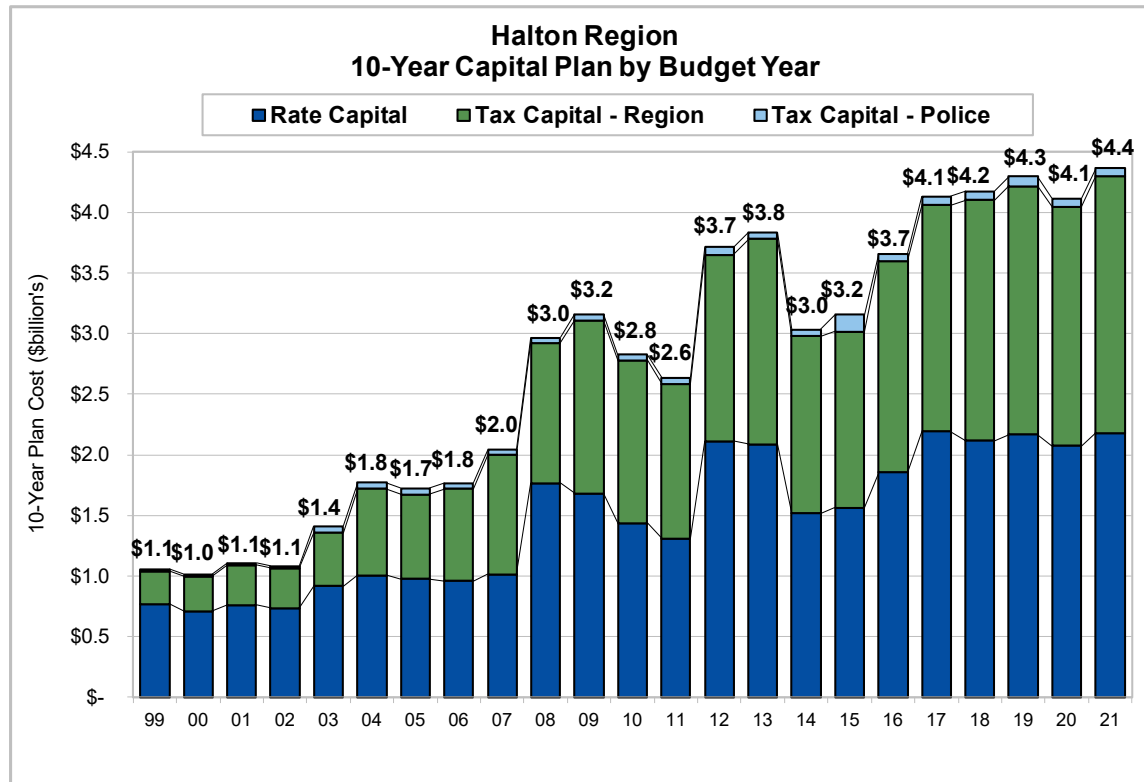
Development charges fund growth-related infrastructure. However, financing of growth infrastructure requires interim financing from the Region, as set out in the Development Financing Plan (FN-46-19/ PW-50-19/ LPS112-19). The Region's interim financing is required for the non-residential employment capital cost in order to ensure continued economic development through strategic investment in employment lands. Accordingly, as illustrated in the 2021-2030 Interim Capital Financing chart above, the Region will provide interim financing from the Capital Investment Revolving Fund, Tax Reserves, and debt, which will be recovered from future DCs

including carrying cost. The financing of the 2021 Development-related Water, Wastewater and Transportation programs has been prepared based on the Development Financing Plan (FN-46-19/ PW-50-19/ LPS112-19).

Long-Term Financing

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

Long-term financing requirements are driven by the 10-year Capital Budget and Forecast. The following graph shows the significantly growing capital requirements between 1999 and 2021.



In 2009, the 10-year capital program had escalated to \$3.2 billion, due to expanding capital programs and significant cost increases based on the 2008 Master Plan updates for Development Water/Wastewater and Transportation programs. Similarly, in 2012, the 10-year program jumped to \$3.7 billion driven by the 2011 Master Plan updates for the same programs and the 2017 program to \$4.1 billion based on the water and wastewater Master Plans revised to support the 2017 DC update

(PW-33-16). The change in the 2020 10-year program is a result of updates based on the Region's infrastructure staging plan for the next Development Allocation Program, the Public Works Asset Management Plan (PW-28-17) and cost updates.

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

Financing of State-of-Good-Repair

The Region utilizes its reserves and debt in the financing of the State-of-Good-Repair capital program for existing infrastructure. The reserves (including operating contributions, Gas Tax revenue, and investment earnings) are used in support of the Region's pay-as-you-go approach in financing the ongoing or recurring life cycle requirements. Debt financing is utilized for significant upgrade and rehabilitation initiatives, ensuring that the operating impacts from the significant capital program remain smooth and that the timing of revenue recoveries from rate/tax payers is appropriately matched with the benefit of infrastructure. The 2021 budget includes increasing operating budget contributions to reserves throughout the forecast period, in order to provide sustainable investment for the growing assets and to continue with a pay-as-you-go financing for the State-of-Good-Repair capital program. Although the 2021 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.

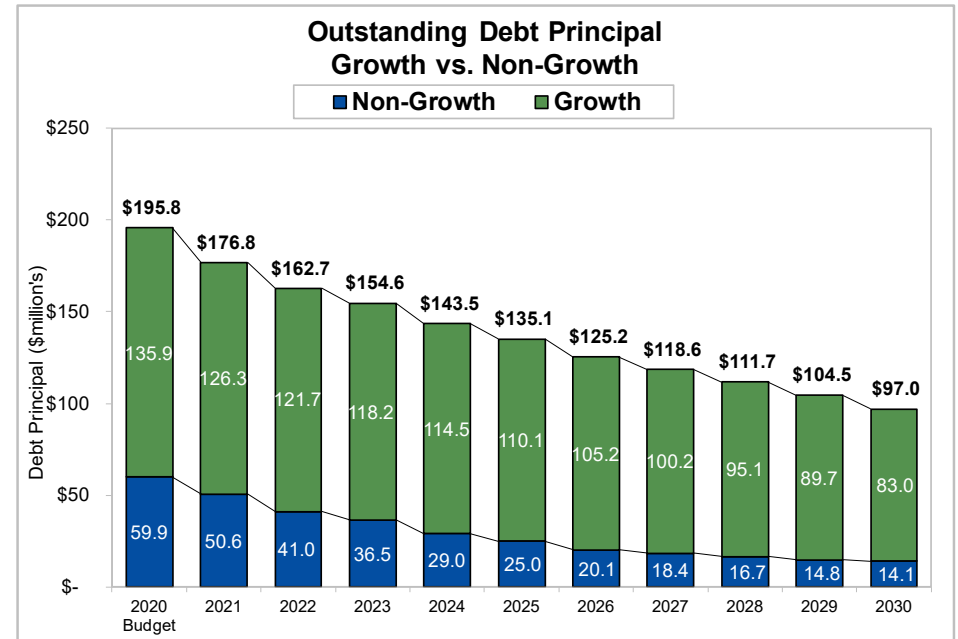
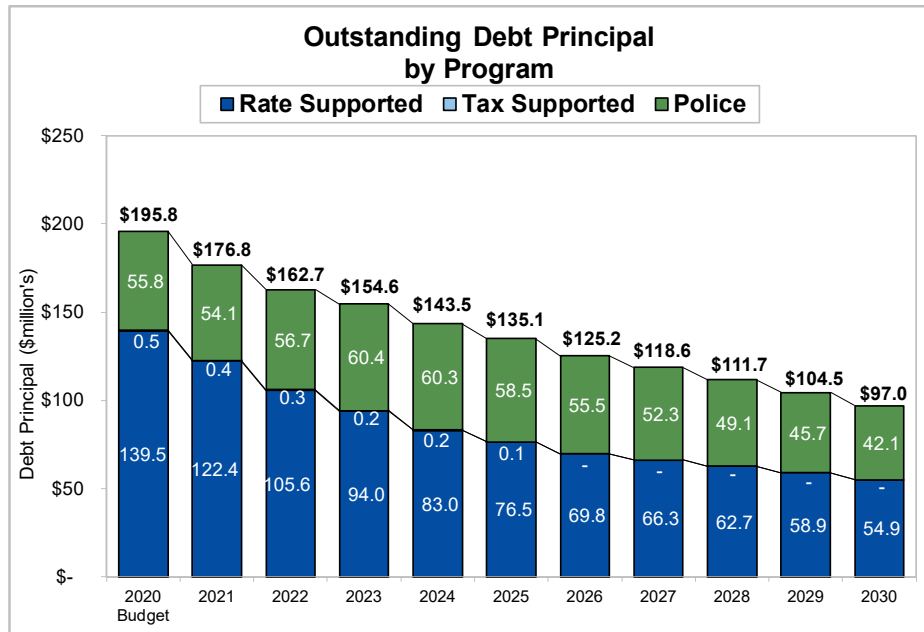
Financing of Growth

The Region relies on DCs to finance new/expansion infrastructure required for growth. DCs, combined with the Regional interim financing through the Capital Investment Revolving Fund, Tax Capital Reserve and debt, are used for the financing of growth-related projects consistent with FN-46-19/ PW-50-19/ LPS112-19. In particular, the Regional interim financing is provided for the non-residential employment capital cost share and will be recovered from future DCs including carrying costs under the financing plan. This plan ensures that all growth-related costs that can be recovered under the DC by-law will be recovered and that Halton's strong financial position is not compromised. The 2021 budget incorporates the Regional interim financing requirements, including the financing of the resulting debt charges, in accordance with the principles set out in the Development Financing Plan (FN-46-19/ PW-50-19/ LPS112-19).

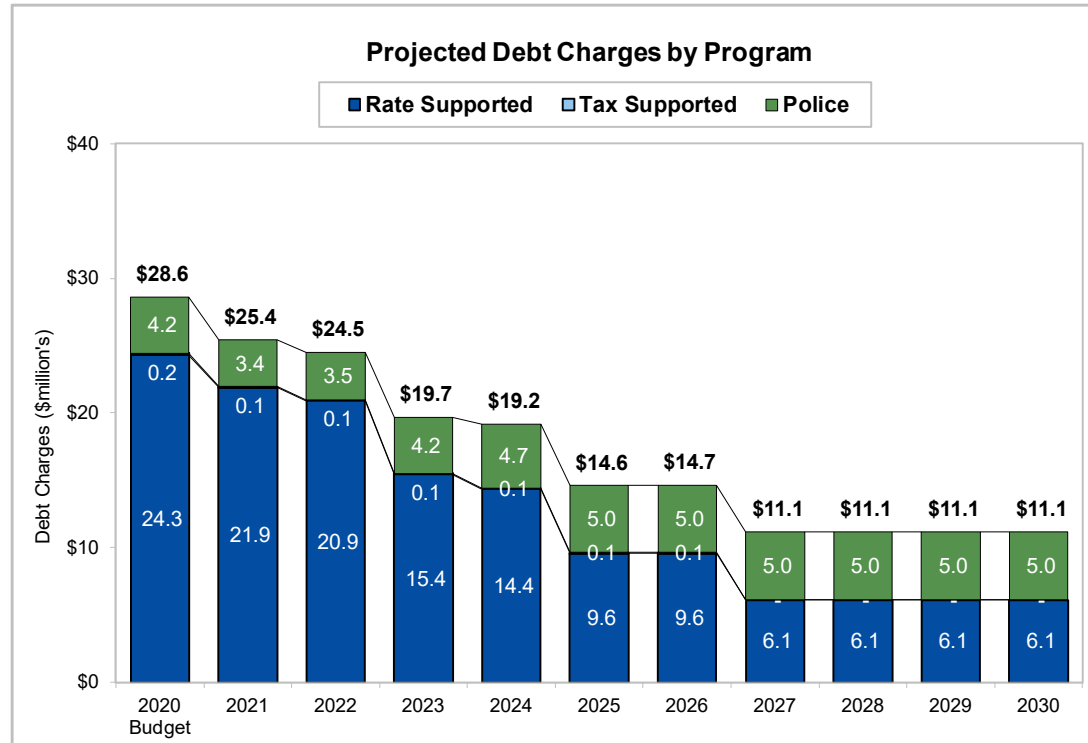
Debt Financing

When debt financing is required, the Region leverages its long history of maintaining a AAA credit rating to obtain the most competitive rates available in the markets typically over a 10-year term. This is considered financially prudent in order to maintain financial flexibility in the face of significant and changing funding requirements. These requirements occur over the forecast period to accommodate new construction, replacement and upgrade of capital assets. Notwithstanding, the Region continues to monitor market conditions to best utilize longer-term debt financing. For instance, the Region issued a 30-year term sinking fund debt in the amount of \$106.0 million in 2011 to service strategic employment lands (CS-33-11/ PW-53-11/ LPS58-11 re: 2011 Water and Wastewater Servicing to Employment Lands in Halton) and \$62.5 million in 2015 to construct the new Police Headquarters. The 2021 Budget and Forecast projects a total of \$5.1 million in debt financing over the next 10 years to accommodate the Police 1 District Facility needs in Georgetown/Milton.

The following charts illustrate the annual projected debt levels over the next 10 years. Debt levels have peaked at \$195.8 million in 2020, 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.



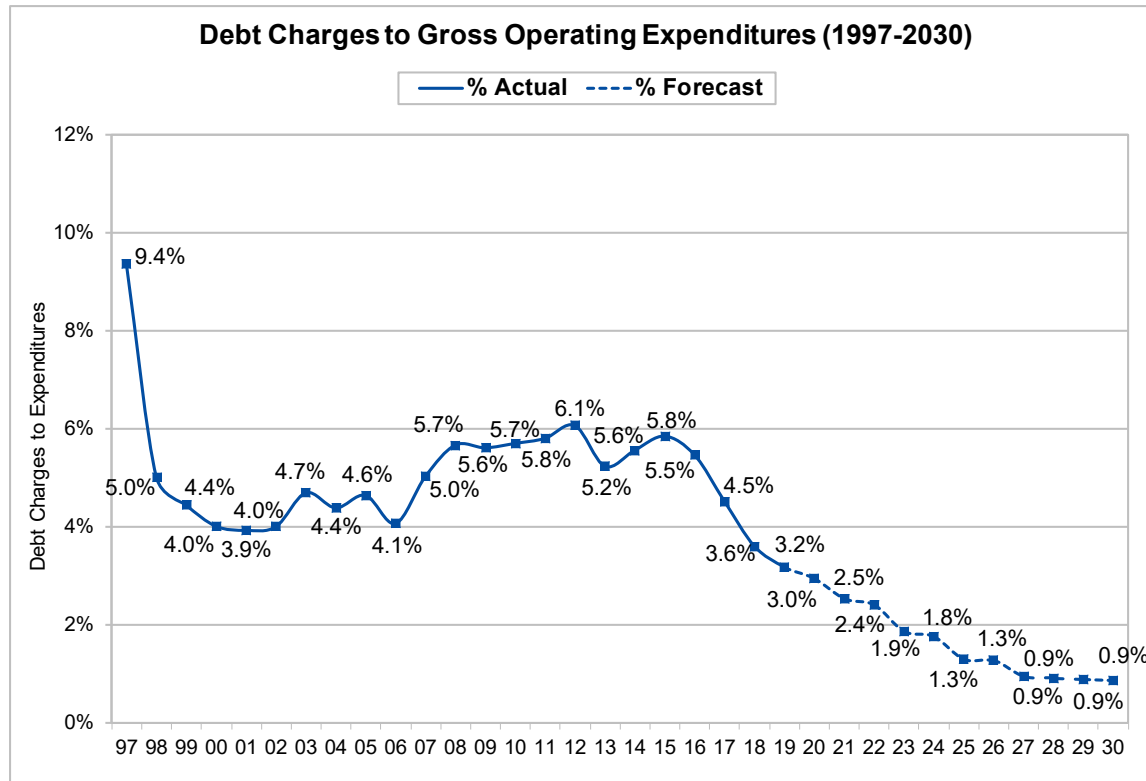
As illustrated in the chart below, total budgeted debt charges will be reduced in 2021, as compared to 2020, as a result of debt retirement.



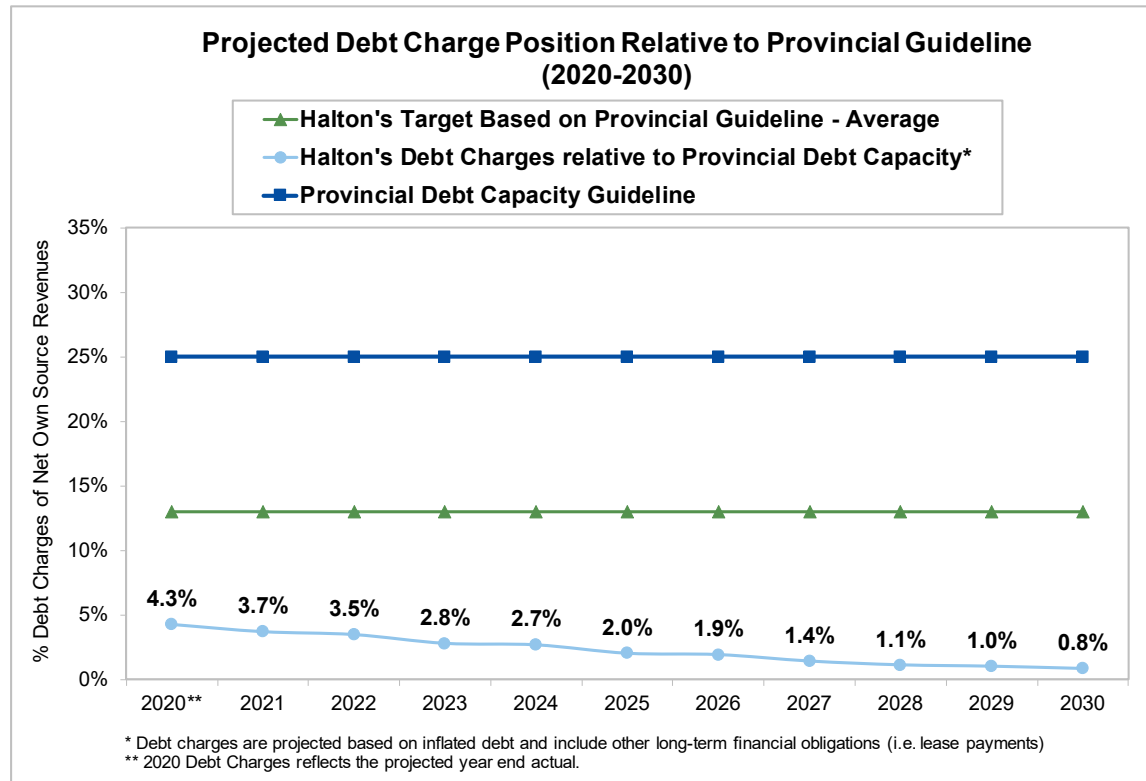
While debt charges will continue to have an impact on the rate-supported budgets, the debt charges are expected to decrease over the forecast period based on declining debt as noted above.

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

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



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



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

Reserve Financing

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

As shown in the Reserve Continuity schedule below, the projected balance of the Region's reserves at December 31, 2020 is \$1,238.2 million, \$217.3 million of which are reserve funds (e.g., DC funds and self-insurance funds).

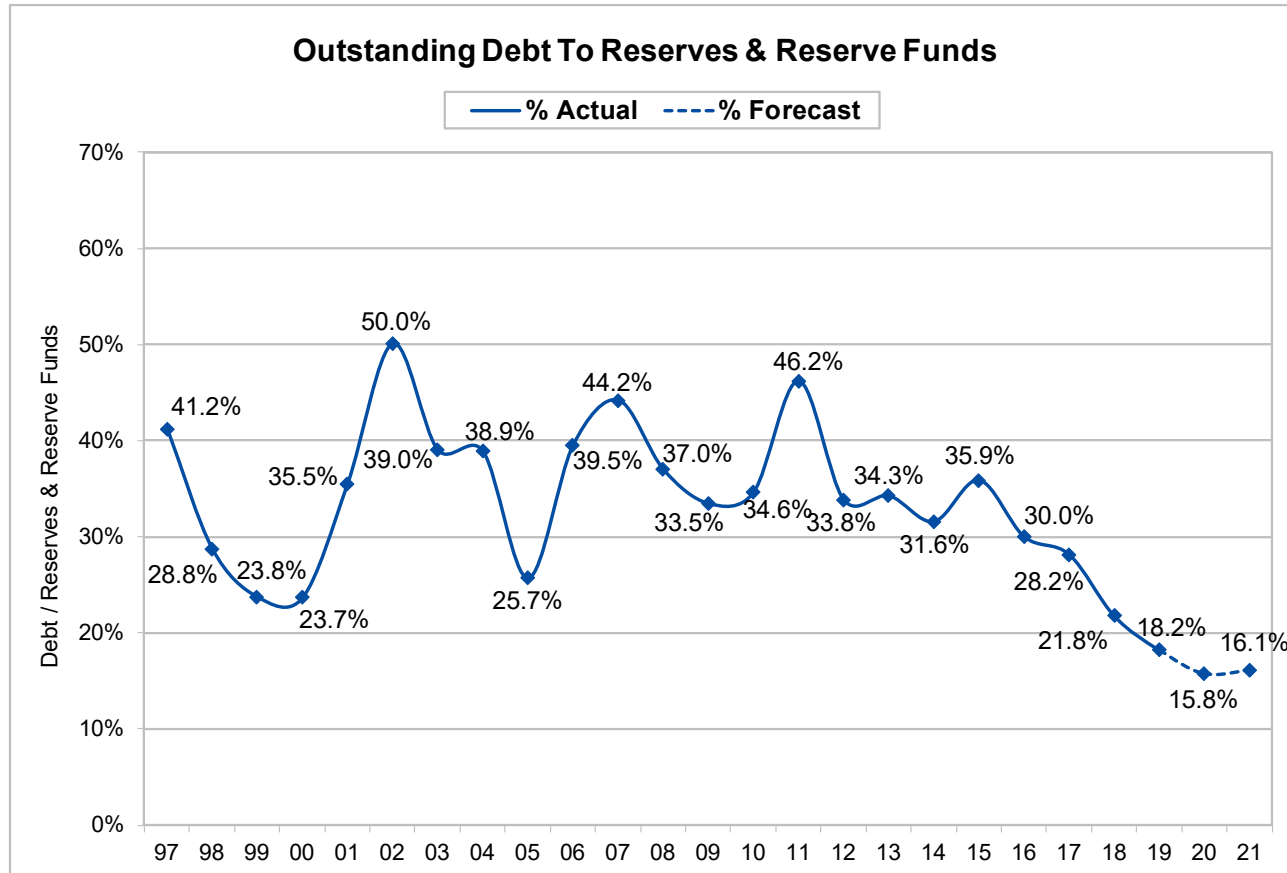
2021 Budget and Forecast Reserve Continuity (\$000s)									
	2019 Ending	2020 Projected Ending*	2021 Transfers					2021 Projected Ending	
			Transfers From/(To) Operating	Transfers From/(To) Capital	Intra Reserve Transfers	Projected DC/Dvel. Cntrbtn	Projected Interest Allocation		Total
Reserves									
Tax Stabilization	\$ 71,452	\$ 82,702	\$ (1,190)	\$ (1,355)	\$ -	\$ -	\$ -	\$ (2,544)	\$ 80,158
Rate Stabilization	33,487	36,012	-	-	-	-	-	-	36,012
Program Specific	60,969	55,489	7,558	(6,620)	-	-	-	938	56,427
Vehicle & Equipment	85,255	77,808	25,199	(22,578)	(138)	-	2,341	4,825	82,632
Tax Capital	408,271	425,648	53,036	(190,049)	20,014	-	18,238	(98,762)	326,886
Rate Capital	282,984	245,816	95,266	(93,225)	-	-	12,733	14,774	260,590
Capital Invst Rvlvg Fund	112,431	97,478	8,143	(42,955)	11,651	-	3,558	(19,603)	77,875
Sub-Total	1,054,849	1,020,953	188,012	(356,781)	31,527	-	36,869	(100,373)	920,580
Reserve Funds									
Corporate	201,538	198,987	17,872	(62,211)	-	-	5,254	(39,085)	159,903
Development Charges	(63,853)	18,292	(8,227)	(309,361)	(31,527)	348,074	812	(229)	18,063
Sub-Total	137,684	217,279	9,645	(371,572)	(31,527)	348,074	6,067	(39,313)	177,966
Gross	\$1,192,533	\$1,238,232	\$ 197,657	\$ (728,353)	\$ -	\$ 348,074	\$ 42,936	\$ (139,686)	\$1,098,546

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

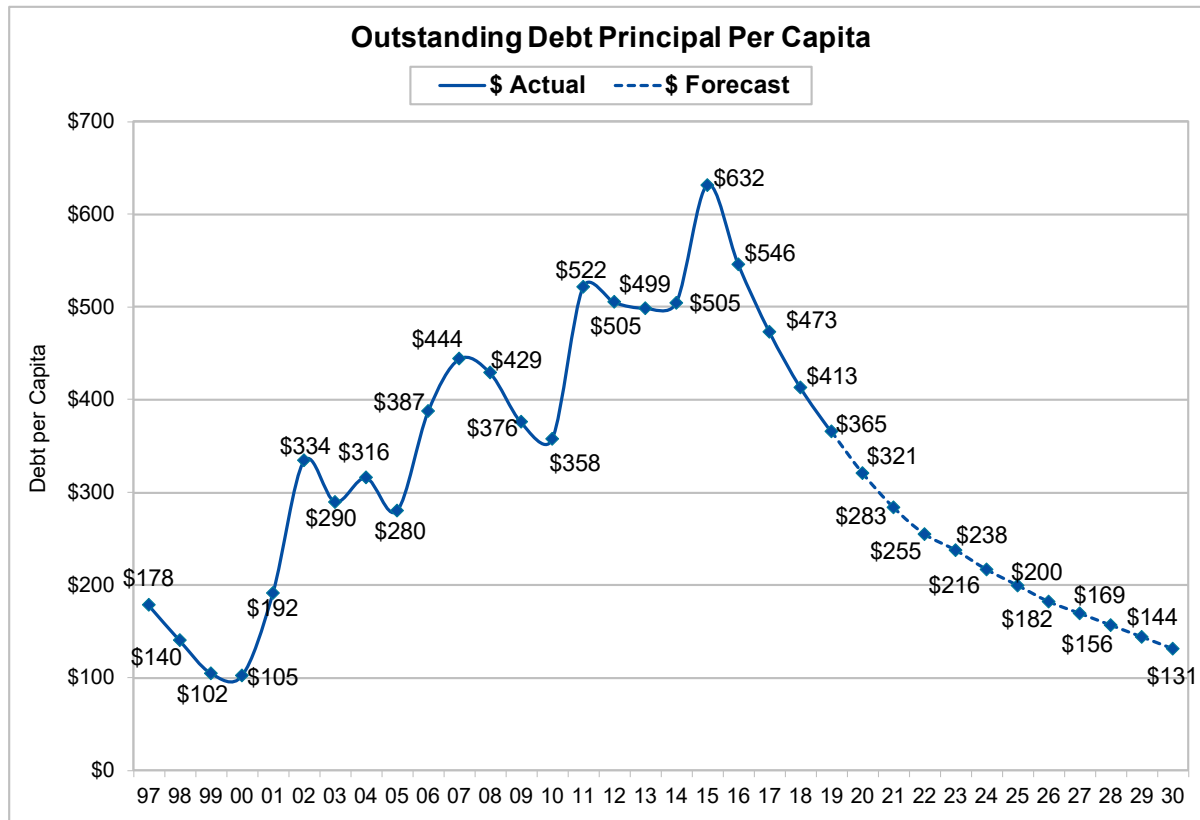
The target balance for the stabilization reserves is 10% of gross operating expenditures for Tax and 15% for Rate (CS-05-13 re: 2012 Year End Accounting Transactions). In 2021 the Tax Stabilization reserve balance is projected to be \$80.2 million, which is \$3.8 million above the target of \$76.4 million. The Rate Stabilization balance is projected to be \$36.0 million, which is \$0.2 million above the target of \$35.8 million. Any operating surplus funds are first applied to the stabilization reserves in order to meet the target levels and any funds in excess of the target balance are transferred to the Tax and Rate Capital reserves or other program areas as per the Reserve Policy.

As shown in the schedule, the reserve position is projected to decrease by \$139.7 million to \$1,098.5 million (including the reserve funds) at the end of 2021. This reduction is mainly related to the funding required for transportation state-of-good-repair financed from the Tax Capital reserve. In addition, there is a reduction to the Capital Investment Revolving Fund and Tax Capital Reserve, that supports the non-residential expenditures in the 2020 Allocation Program. The Corporate Reserve Fund is also projected to decrease by \$39.1 million related to the use of funds related to provincial subsidy. In addition, the Tax Stabilization reserve is projected to decrease to support financing of EAB programs by CVC and CH and to issue debt to CH for watershed management and support services capital projects.

The following Outstanding Debt to Reserves and Reserve Funds chart illustrates the impact of the Region's Financial Plan in terms of the debt to reserve ratio. The lower the ratio, the more financial flexibility is available to respond to new requirements, and the more secure the Region's overall financial position. The ratios over the past 24 years have fluctuated according to capital infrastructure funding needs over time. The ratio rose in 2011 (46.2%) as the Region issued a 30-year term sinking fund debt in the amount of \$106.0 million (CS-33-11/ PW-53-11/ LPS58-11) to service strategic employment lands. The ratio is expected to increase in 2021 (16.1%) from the 2020 level as a result of decreasing reserve balances.









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 2021 budget results in a property tax increase of 1.5% for Regional Services and 2.5% for Police Services (for a combined tax increase of 1.8%), and a 2.6% rate increase for Water and Wastewater services. The 2021 budget maintains service levels for all core Regional services as well as responds to increased demand for services as the community continues to respond and recover from the COVID-19 pandemic while supporting the objectives outlined in the 2019-2022 Strategic Business Plan, and address pressures related to growth.

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	2020 Target	Projected 2020
	A Regional Official Plan that establishes the framework for managing growth and attracting jobs and investment, while protecting Halton's unique natural and agricultural resources.	An updated Regional Official Plan for Council adoption prior to statutory deadline of July 2022. Original target completion date of 2020 has been extended to accommodate additional local municipal growth planning interests and consultation.	Completed public consultation on the 5 Discussion Papers for Phase 2 of the ROPR. Currently preparing Report on Evaluated Growth Concepts to be presented to Regional Council to be released for public consultation in early 2021.
	Water/wastewater and transportation master plans to service growth and maintain service levels (2021).	100% Completion of Master Plan by 2024 Original target completion of 2021 has been extended to complete the IGMS study in advance of the Master Plan.	Background work is in progress.
	Three new Paramedic Stations operational (2020).	Three new Paramedic Stations operational (2020).	3 new Paramedic Stations operational
	Renovate and modernize the Halton Regional Centre	Completion of project delayed 6-9 months. Originally planned to be completed by end of 2021.	Council Chambers Renovation is Complete. Main Block and East Block construction is 20% complete.
	New non-residential development (square feet) and jobs	11.5 million square feet of non-residential gross floor area with building permits issued 2019-2022 15,000 net new jobs created between 2019-2022	2.9 million square feet of non-residential gross floor area with building permits in 2019; 12,000 net new jobs created in 2019.
	Serviced employment land available (hectares)	Maintain at least a 10-year supply of serviced employment land through to June 2022.	13-year supply of serviced employment land as of Q2 2020

Legend



Planning and Growth Communities



Transportation and Infrastructure



Community Well Being











Environmental Sustainability and Climate Change



Effective Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	2020 Target	Projected 2020
	Reduce time to process development applications	Delivery of Regional Comments on development applications to achieve timeliness targets specified by the MOU 90% of the time.	The MOU targets, which represent ambitious targets for delivery of first circulation comments are being met 50% of the time.
	Policies that encourage mixed-use development and increase housing supply	Region to advance changes to the Official Plan to accommodate priority mixed-use development and increasing housing supply as part of the updated Urban Structure	Initial Scoped ROPA to implement changes to be initiated upon approval from Regional Council in early 2021.
	Reduction in construction-related complaints	Reduction in construction related complaints.	Implemented the Construction Ambassador program.
	Contractors and vendors are managed to ensure good value	Develop and implement a Vendor Management Plan	Implemented the PPE vendor management program, full vendor management program implementation delayed due to COVID-19.
	\$787 million Invested in the Regional roads capital program	\$787 million invested by 2022	\$242 million has been invested
	\$742 million invested in the water/wastewater infrastructure capital program	\$742 million invested by 2022	\$209 million has been invested
	79 additional kms of On-Road Bike Lanes (2022)	79 additional kms of on-road bike lanes added by 2022	5.6 additional kms of on-road bike lanes
	70 additional kms of multi-use pathways (2022)	70 additional kms of multi-use pathways added by 2022	5.8 additional kms of multi-use pathways

Legend



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Environmental Sustainability and Climate Change



Effective Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	2020 Target	Projected 2020
	Completion of Defining Major Transit Requirements Study (2019)	Defining Major Transit Requirements Study complete	Completed
	A plan to implement the Transit Priority Network	Council endorsement of the Plan to Implement the 2031 Transit Priority Network	Approval to proceed with the planning study has been received from the steering committee.
	At least 80 per cent of all infrastructure rated as good or very good	80% of all infrastructure rated good or very good	Halton's asset management program has resulted in more than 80% of infrastructure rated good or very good.
	The Regional road network has on average a Pavement Quality Index of at least eight out of 10	PQI of 8/10	PQI of 7.64/10
	Asset Management Plan Regulation (O.Reg 588/17) requirements achieved	Compliance with O. Reg. 588/17 by the deadline of July 1, 2021	On target
	Traffic is moving at an optimal level through the implementation of an Advanced Traffic Management Plan	Traffic moving at an optimal level Travel times – Level of service C and above for average of am and pm periods. Level A=90% of posted speed; B=70%; C=50% Target for 2022 : =/> Level C	ATMS implementation delayed due to COVID-19. Vendor to be selected by end of 2020. Operational implementation scheduled for 2021 2019: Level C AM: 90%, PM: 80% 2020 information will be available in 2021

Legend



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Environmental Sustainability and Climate Change



Effective Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	2020 Target	Projected 2020
	Travel times for 90 per cent of roads rated as "Level C" or better in the a.m. peak	80% at Level C or better in the a.m. peak	80% at Level C in the a.m. peak in 2020
	Travel times for 80 per cent of roads rated as "Level C" or better in the p.m. peak	75% at Level C in the p.m. peak	75% at Level C in the p.m. peak
	Reduction in collisions per million vehicle kms	Continued reduction in collisions.<1.5 collisions per million vehicle kms	2018: 1.26 collisions per million vehicle kms 2019: 1.47 collisions per million vehicle kms 2020: Information will be available in 2021
	New housing opportunities consistent with targets in the Comprehensive Housing Strategy	900 new housing opportunities (by 2024)	865 new housing opportunities
	An updated Comprehensive Housing Strategy will guide new assisted and affordable housing development (2020)	Council approval of CHS (update)	Completed. Council approval of the updated Comprehensive Housing Strategy occurred on October 16, 2019 with reports SS-19-19/LPS86-19.
	At least 30 per cent of new housing units built annually in Halton to be affordable or assisted housing	30% of new housing units as affordable or assisted units	10.7% of new housing units as affordable or assisted units
	An updated Dementia Strategy that will guide the Region's approach to dementia care for residents in our long-term care homes and clients of community programs (2020)	Development of a comprehensive dementia care strategy that integrates both existing and emerging best practices related to dementia care, as well as staff input and experiences in long-term care.	A proposed dementia care strategy has been developed for Council consideration in Q2 2021 following comprehensive stakeholder engagement with staff, residents, family members, caregivers and service providers. Implementation planning will follow.

Legend



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Environmental Sustainability and Climate Change



Effective Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	2020 Target	Projected 2020
	Pilot Program of All-Inclusive Care for the Elderly model at one Halton Community Housing Corporation site (2021)	MOU signed with PACE partners and pilot program officially launched	Completed. The Memorandum of Understanding with PACE partners and pilot program was officially launched as per the July 10, 2019 staff report to the Halton Community Housing Corporation Board HC-16-19.
	Ontario Seniors Dental Care Program implemented (2020)	Ontario Seniors Dental Care Program (OSDCP) is implemented in 2020	Work started on implementation but has been delayed due to COVID-19. As a result, the Dental Care Counts Program has been extended into the 2021 Budget. Planning for OSDCP services in Halton is expected to resume in 2021.
	All programs and services in public health reviewed and adapted to reflect the modernized Ontario Public Health Standards by 2022	Review and adapt all programs and services in public health to reflect the modernized Ontario Public Health Standards by 2022.	Work started but has been delayed due to COVID-19. Examples of work completed include the Immunization Review and Sexual Health Review. Implementation of Program Planning Reviews such as Rabies, Healthy Eating, Alcohol, Mental Health, Disclosures have not started.
	Immunization of School Pupils Act, 1990 enforced fully by 2022	Full enforcement of the ISPA for students aged 7 to 17 years old by 2022 (Report No. MO-22-20)	Work started but has been delayed due to COVID-19.
	An updated five-year Early Learning and Child Care Plan will guide affordable and high-quality, early learning and child care programs (2020)	Updated five-year Early Learning and Child Care Plan	Early Learning and Child Care Plan Advisory Group established, Community engagement plan drafted. Engagement plan on hold until early 2021. Will need to be revisited due to COVID-19.

Legend



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Environmental Sustainability and Climate Change



Effective Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	2020 Target	Projected 2020
	A welcoming and inclusive environment for newcomers (2020)	Execute the HNS's 2017-2020 Strategic Plan	Complete. A new 5 year HNS strategic plan has been established for the period of 2020 – 2025.
	Reduced paramedic calls due to Community Paramedic Program	Reduction in number of paramedic calls	Work started - delayed due to COVID-19; Community Paramedic Clinics suspended in spring and resumed in late summer.
	The Community Safety and Well-Being Plan model will guide strategic responses to community issues	12 priority issues addressed through CSWB action tables	A total of 10 Action Tables have been formed to respond to a wide range of human service issues as detailed in SS-23-20/MO-21-20. CSWB is also contributing to the Regional response to strengthening equity and inclusion through alignment with the Halton Equity and Diversity Roundtable.
	85 per cent of Halton Region Community Investment Fund invested in Community Safety and Well-Being related initiatives (2022)	85 percent of HRCIF invested in CSWB related initiatives (2022)	A process to align the HRCIF and CSWB has been completed as detailed in Report SS-23-20/MO-21-20. All HRCIF applications must address Halton's CSWB Objectives. Five CSWB Action Tables have received HRCIF investments to date.
	Improved safety on roads through the completion of the Road Safety Plan (2021)	Continued reduction in injury and fatal related collisions for all road users. Injuries<0.2/million vehicle kms Fatalities<0.002/million vehicle kms	2019: 0.17 injury collisions/million vehicle Kms (376) 2019: 0.00018 fatalities (4) collisions/million vehicle kms 2020: Information will be available in 2021

Legend



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Environmental Sustainability and Climate Change



Effective Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	2020 Target	Projected 2020
	A Food Strategy for Halton (2021)	Development of a food strategy for Halton.	Work Started - delayed due to COVID-19; evidence review and environmental scan completed; gaps and opportunity analysis completed; stakeholder and public engagement plans drafted. Food security initiatives are being implemented through the Halton Region Community Investment Fund
	Compliance with Provincial Emergency Management Regulations (O.Reg. 380/04 of the Emergency Management Civil Protection Act, 1990)	Achieve Annual EMCPA Compliance	Achieved
	Increased awareness of emergency preparedness by resident	Continue providing emergency preparedness messaging and public education materials to the Halton community	Achieved in 2019 and 2020
	Halton Region is prepared to respond to emergencies	Emergency Management Plans, Business Continuity Plans and Annual Emergency Exercises complete	70% Emergency Plans Updated, 20% Business Continuity Plans Updated, 2019 Emergency Exercise Completed and All municipal 2020 exercises cancelled by Solicitor General
	A permanently secure, economically viable agricultural industry	Official Plan policies that foster a permanently secure, economically viable agricultural industry	In July 2020, Council authorized the release of the Rural and Agriculture Discussion Paper to explore options in satisfying this objective.
	50 per cent of Region protected in the natural heritage system	50% of Region protected in the natural heritage system	> 50% of Region currently protected in the natural heritage system. Additional opportunities to enhance the NHS explored in the NHS Discussion Paper released in July 2020.
	40 per cent of new development in the intensification areas	40% of new development in the intensification areas	Currently achieving 40% of new development in the intensification areas.

Legend



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Environmental Sustainability and Climate Change



Effective Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	2020 Target	Projected 2020
	Five per cent reduction in greenhouse gas emissions related to Regional Services (2022)	5% reduction in greenhouse gas emissions related to Regional Services at the end of the Council Term	1.25% reduction in greenhouse gas emissions related to Regional Services
	Five per cent reduction in the hydro consumption/megalitre of wastewater treated (2022)	606 KWh/ML	In Progress - 650 kWh/ML
	Five per cent reduction in the hydro consumption/megalitre of water treated (2022)	453 KWh/ML	In Progress - 467 kWh/ML
	10 per cent reduction in the hydro consumption required for Regional street lights (2022)	10% reduction in hydro consumption for Regional Street Light Network	Due to replacement of LED Lights, consumption dropped significantly. 45% - 60% reduction in hydro consumption realized in each local Municipality
	Five per cent reduction in the hydro and heating consumption square foot in corporate facilities (2022)	5% reduction in hydro and heating consumption per square foot in corporate facilities	4% reduction in hydro and heating consumption per square foot in corporate facilities
	Impacts to the environment are minimized through reducing wastewater system bypasses	Less than 5 by passes at pumping station	7 bypasses at pumping station
	Reduction in sewer backups	Less than 20 Sewer backups	26 sewer backups
	Zero frozen water services (2022)	Zero frozen water service	2 frozen water services

Legend



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Transportation and Infrastructure



Community Well Being










Environmental Sustainability and Climate Change



Effective Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	2020 Target	Projected 2020
	Reduced garbage produced per household	Enhanced Promotion & Education campaign to promote waste minimization and reduce the amount of residual waste in the Blue Box. 140 kg/capita of residential garbage generated	152 kg/capita of residential garbage generated
	Achieve 60 per cent diversion rate	Implement key initiatives identified in the Short Term Solid Waste Management Strategy. 60% Waste Diversion from Landfill	57% waste diversion from Landfill
	A Solid Waste Management Strategy	Council approved Medium and Long Term Solid Waste Management Strategy in Q1 2021. 60 % Waste Diversion from Landfill	57% waste diversion from Landfill
	Increased multi-residential diversion rate	Implement Green Cart program in all multi-residential complexes by Spring of 2022	75% of all units to have access to Green Cart program
	Tax rate increases at or below the rate of inflation	At or below inflation	Achieved: 2019 Inflation Rate: 2.0% (FN-26-18 - 2019 Budget Directions) 2019 Halton Tax Rate: 1.9% (FN-06-19) 2020 Inflation Rate: 2.0% (FN-28-19 - 2020 Budget Directions) 2020 Halton Tax Rate: 1.7% (FN-45-19)
	Maintain AAA credit rating	AAA Credit Rating Annually	Achieved
	Receive the Government Finance Officers Association Award for: Budget and Business Plan, Annual Financial Report	Receive the Government Finance Officers Association Award for: Budget and Business Plan, Annual Financial Report	Achieved

Legend



Planning and Growth Communities



Transportation and Infrastructure



Community Well Being








Environmental Sustainability and Climate Change



Effective Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	2020 Target	Projected 2020
	Maintain the high (90%) satisfaction rate with Regional services	Maintain the high (90%) satisfaction rate with Regional services	Resident satisfaction with the quality of Regional services is 97 %
	Maintain the high (90%) satisfaction rate of customer who are overall satisfied with their call centre experience	Achieve 90% or higher satisfaction with call centre experience	2019 Survey Results: <ul style="list-style-type: none"> • 95% of customers surveyed were very satisfied with their customer service representative • 92% of customers were satisfied with their contact centre experience 2020 survey results will be complete mid-December 2020.
	Achieve Service Quality Measurement Award of Excellence (or equivalent)	Receive one award annually for customer service excellence	2019 Customer Service Awards received: <ul style="list-style-type: none"> • Highest Customer Service by Industry Award for Government: distinction for the highest customer service within the government sector • First Call Resolution Improvement Award: improved First Call Resolution by five per cent. Service Quality Management Group recognizes First Call Resolution as the leading indicator metric for customer experience for call centres.
	An engaged workforce	2021 Employee Engagement Survey satisfaction rate of 70%	Employee engagement survey planned for February 2021.
	Achieve GTA Top Employer Award (or equivalent)	To be a recipient of the GTA Top Employer Award or equivalent for the 2021 year	Achieved

Legend



Planning and Growth Communities



Transportation and Infrastructure



Community Well Being







Environmental Sustainability and Climate Change



Effective Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	2020 Target	Projected 2020
	Achieve Canada's Top Employers for Young People Award (or equivalent)	To be a recipient of the Top Employers for Young People Award or equivalent for the 2021 year	Achieved
	Completion of Halton Regional Centre renovation project to create an innovative, modern and secure environment that enhances collaboration and improved service delivery	Completion of project delayed 6-9 months. Originally planned to be completed by end of 2021.	Council Chambers Renovation is Complete. Main Block and East Block construction is 20% complete.
	Efficient service delivery and administrative processes	Deliver 20 efficiency improvements in services or administrative processes	Improved 26 services or administrative processes
	Expand digital service delivery	Provide or enhance the number of digital access to services most requested through 311	3 new digital services and 6 enhanced digital services

Legend



Planning and Growth Communities



Transportation and Infrastructure



Community Well Being



Environmental Sustainability and Climate Change



Effective Government

Halton Region

Budget and Business Plan 2021

Tax Overview



Tax Budget Overview

2021 Regional Property Tax Impact including Halton Regional Police Service (HRPS)

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

The 2021 budget for Regional Tax-Supported services results in a **1.5% increase** in the Regional share of property taxes (excluding Police Services). This is consistent with Regional Council priorities of maintaining tax rate increases at or below the rate of inflation while delivering high quality services to Halton residents. The Regional 2021 Tax-Supported budget is increasing by 3.2%, and includes a 1.7% assessment growth assumption for a net tax rate increase of 1.5%. The 2021 combined impact of Regional Services and Police Services is a 1.8% increase in property taxes.

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

Tax-Supported Budget Summary											
\$000s	2020	2021			Change in Budget				2021		
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2021 Base / 2020 Approved		2021 Requested / 2020 Approved		Assessment Growth (1.7%)	Tax Impact After Assessment	
Regional Services	\$ 277,014	\$ 281,006	\$ 4,842	\$ 285,847	\$ 3,991	1.4%	\$ 8,833	3.2%	\$ (4,709)	\$ 4,124	1.5%
Police Services	161,975	167,187	1,645	168,832	5,213	3.2%	6,858	4.2%	(2,754)	4,104	2.5%
Total	\$ 438,989	\$ 448,193	\$ 6,487	\$ 454,680	\$ 9,204	2.1%	\$ 15,690	3.6%	\$ (7,463)	\$ 8,228	1.8%

Schedule may not add due to rounding

The net tax levy for Regional Services is increasing from \$277.0 million in 2020 to \$285.8 million in 2021, an increase of \$8.8 million or 3.2%, with a net tax impact of 1.5% after assessment growth. Of this amount, the 2021 base budget is increasing by \$4.0 million or 1.4%, with the balance relating to strategic investments proposed in the 2021 budget.

The combined 2021 levy request totals \$454.7 million, consisting of \$285.8 million for Regional Services and \$168.8 million for Police Services, and represents an increase of 3.6%. After assessment growth of 1.7%, these increases result in a net tax impact of 1.8% for the Region and the Police.

The tax rate increase for the 2021 budget is consistent with Regional Council priorities of maintaining tax rate increases at or below the rate of inflation while delivering high quality services to Halton residents.

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

Property Tax Impact of Regional Government Services (Per \$100,000 CVA)*						
	2020		2021		Change	
	Actual		Budget		\$	%
Regional Services	\$ 168		\$ 171		\$ 3	1.5%
Police Services**	98		101		3	2.5%
Total Regional Taxes*	\$ 266		\$ 272		\$ 6	1.8%

Schedule may not add due to rounding.

* Based on projected 1.7% assessment growth

** Approved by Halton Police Board

For illustrative purposes, the property tax impact per \$100,000 CVA is an increase of \$3 for Regional Services and the impact for Police Services is an additional \$3, resulting in a combined increase of \$6 per \$100,000 CVA. The Regional tax increase including Police Services for 2021 would be \$30 for a household with a CVA of \$500,000. This is calculated by dividing the assessed household value of \$500,000 by \$100,000 and multiplying the calculated value (5) by the total Regional tax increase per \$100,000 CVA of \$6.

2021 Budget Overview

The following chart highlights the process undertaken to prepare the 2021 Tax Budget.

2021 Budget Process				
	Report	Date	Tax Increase	Assessment Growth
2021 Forecast	FN-45-19	December 11, 2019	2.4%	1.7%
2021 Budget Directions	FN-26-20	July 15, 2020	2.0%	1.7%
2021 Budget	FN-44-20	December 16, 2020	1.5%	1.7%

Several times during the budget process, Management Committee reviewed the base budget and proposed strategic investments to ensure levels of service are maintained, continuous improvements are undertaken and Council priorities are achieved, which has resulted in a 1.5% tax increase in the 2021 budget. Bringing the budget in at or below the rate of inflation, including strategic investments, is a result of prudent decision making by Regional Council and continuous improvements by staff as noted in the Executive Summary.

The 2021 Tax-Supported Budget includes the following savings and revenues of \$4.1 million which were used to fund priority areas in the tax-supported programs:

- Reduction of \$1.8 million in the compensation budget due to the introduction of a vacancy allowance, to represent savings from temporary vacancies and more closely align the compensation budget with actual costs
- Decreased green cart organics processing costs of \$935,000 as a result of a new contract beginning in January 2021
- Decrease of \$105,000 in hydro and fuel costs to reflect rate savings for natural gas, gasoline and diesel fuels and reduced hydro consumption based on trends
- Decrease of \$100,000 in advertising expenditures to reflect trends
- Decrease of \$80,000 in meals, office supplies and equipment, subscriptions, printing, and furniture to reflect trends and reduced needs
- Reduction of \$79,000 in debt charges due to the retirement of debt
- Decrease of \$39,000 in Children's Services to reflect actual trends in various operating expenditures
- Increased revenues of \$753,000 for basic and preferred resident accommodation revenue in the Long-Term Care homes to reflect trends
- Increased revenues of \$181,000 in Waste Management for blue box funding from the Resource Productivity and Recovery Authority

2021 Tax Operating Budget by Program

The following table summarizes the 2021 Tax Budget (excluding Police Services) by program. The 2021 requested budget is increasing from \$277.0 million to \$285.8 million, an increase of \$8.8 million or 3.2% before assessment growth. Of this increase, the base budget is increasing by \$4.0 million or 1.4%. This increase includes cost-saving measures and redeployment of staff resources to priority areas in 2021.

In addition to the base budget increase, the 2021 budget proposes strategic investments in critical program enhancements to support the health and well-being of Halton residents through the COVID-19 pandemic and beyond, achieve the objectives, outcomes and actions identified in the 2019–2022 Strategic Business Plan, and address growth and other program pressures. The assessment growth (primarily new properties) in 2021 is estimated to be 1.7% or \$4.7 million. This results in a net tax increase for the 2021 budget of 1.5%. Program budgets are discussed later in the Tax Overview.

Net Operating Budget for Tax Supported Services (Excluding Police Services)								
Levy Requirement by Program								
\$000s	2020	2021			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2021 Base / 2020 Approved		2021 Requested / 2020 Approved	
Healthy Families	\$ 4,474	\$ 4,542	\$ 51	\$ 4,593	\$ 68	1.5%	\$ 119	2.7%
Health Protection	4,378	4,470	57	4,528	92	2.1%	149	3.4%
Healthy Schools & Communities	3,771	4,000	-	4,000	229	6.1%	229	6.1%
Infectious Disease Control	3,897	4,051	280	4,331	154	4.0%	434	11.1%
Paramedic Services	22,359	22,324	158	22,482	(35)	-0.2%	123	0.6%
Children's Services	10,584	10,945	998	11,943	361	3.4%	1,359	12.8%
Employment & Social Services	6,919	6,968	-	6,968	48	0.7%	48	0.7%
Housing Services	36,254	36,359	-	36,359	104	0.3%	104	0.3%
Human Services Planning & Program Support	7,937	7,881	500	8,381	(56)	-0.7%	444	5.6%
Services for Seniors	19,818	18,993	605	19,598	(825)	-4.2%	(220)	-1.1%
Planning Services	11,893	12,151	-	12,151	258	2.2%	258	2.2%
Economic Development	3,890	3,845	-	3,845	(44)	-1.1%	(44)	-1.1%
Waste Management	44,268	44,274	-	44,274	6	0.0%	6	0.0%
Road Operations	57,084	57,875	129	58,004	791	1.4%	920	1.6%
Non-Program	27,701	30,199	2,064	32,262	2,498	9.0%	4,561	16.5%
Boards & Agencies	11,788	12,129	-	12,129	341	2.9%	341	2.9%
Net Regional Impact	277,014	281,006	4,842	285,847	3,991	1.4%	8,833	3.2%
Assessment Growth							(4,709)	1.7%
Regional Levy Requirement	\$ 277,014	\$ 281,006	\$ 4,842	\$ 285,847	\$ 3,991	1.4%	\$ 4,124	1.5%

Schedule may not add due to rounding

Included in the net operating expenditures shown above (except for Boards & Agencies) is the cost of Corporate Administration in order to present the full cost of program delivery. A change in the allocation methodology for Corporate Support costs was introduced in the 2021 tax-supported budget, to more closely align with the cost allocation approaches of the Province's Financial Information Return (FIR) and Municipal Benchmarking Network Canada (MBNCanada). In the 2021 budget, the cost of governance-related services of the Office of the Chair, Regional Council, the CAO's Office (excluding Human Resources) and Regional Clerks & Council Services are no longer being incorporated into the tax-supported program areas and are now being reported separately in Non-Program. The governance-related costs recovered in Non-Program total \$5.3 million and are a key driver for the increase in Non-Program in 2021. Program costs have been reduced by the \$5.3 million as the governance-related costs are no longer being recovered from the programs. There is therefore no impact on the budget due to this change in allocation methodology. This change will reduce the requirement for ongoing adjustments between the various reporting methodologies of the Region's budget, the FIR and MBNCanada.

The table below illustrates the impact of the governance-related cost allocation change on the tax-supported budget, and demonstrates the 2021 program impacts excluding this change, therefore better reflecting the year-over-year change in the programs' budgets. The \$5.3 million in costs representing the governance-related services have been reallocated to the program areas, based on the previous methodology.

Net Operating Budget for Tax-Supported Services (Excluding Police Services)										
Excluding Governance-related Cost Allocation Change										
\$000s	2020		2021				Change in Budget			
	Approved Budget	Governance Allocation	Base Budget	Strategic Investments	Requested Budget	2021 Base / 2020 Approved		2021 Requested / 2020 Approved		
Healthy Families	\$ 4,474	\$ 198	\$ 4,740	\$ 51	\$ 4,792	\$ 266	5.9%	\$ 317	7.1%	
Health Protection	4,378	207	4,678	57	4,735	300	6.8%	357	8.2%	
Healthy Schools & Communities	3,771	208	4,208	-	4,208	437	11.6%	437	11.6%	
Infectious Disease Control	3,897	166	4,217	280	4,496	320	8.2%	599	15.4%	
Paramedic Services	22,359	788	23,112	158	23,270	753	3.4%	911	4.1%	
Children's Services	10,584	324	11,269	998	12,267	685	6.5%	1,683	15.9%	
Employment & Social Services	6,919	175	7,143	-	7,143	223	3.2%	223	3.2%	
Housing Services	36,254	154	36,513	-	36,513	259	0.7%	259	0.7%	
Human Services Planning & Program Support	7,937	84	7,965	500	8,465	28	0.3%	528	6.6%	
Services for Seniors	19,818	1,375	20,368	605	20,973	550	2.8%	1,155	5.8%	
Planning Services	11,893	71	12,222	-	12,222	329	2.8%	329	2.8%	
Economic Development	3,890	252	4,098	-	4,098	208	5.3%	208	5.3%	
Waste Management	44,268	944	45,218	-	45,218	950	2.1%	950	2.1%	
Road Operations	57,084	402	58,277	129	58,406	1,193	2.1%	1,322	2.3%	
Non-Program	27,701	(5,349)	24,850	2,064	26,913	(2,851)	-10.3%	(788)	-2.8%	
Boards & Agencies	11,788	-	12,129	-	12,129	341	2.9%	341	2.9%	
Net Regional Impact	277,014	-	281,006	4,842	285,847	3,991	1.4%	8,833	3.2%	
Assessment Growth								(4,709)	1.7%	
Regional Levy Requirement	\$ 277,014	\$ -	\$ 281,006	\$ 4,842	\$ 285,847	\$ 3,991	1.4%	\$ 4,124	1.5%	

Schedule may not add due to rounding



The following table summarizes the 2021 Corporate Administration cost by Department that has been allocated to the program areas, including Non-Program for the tax-supported governance-related services beginning in 2021. Of the \$82.5 million, \$59.0 million has been incorporated in the Tax-Supported Budget and \$23.5 million in the Rate-Supported Budget. The 2021 Corporate Administration budget is increasing by \$4.5 million or 5.8% and includes strategic investments for 15.0 FTEs which will ensure levels of services are maintained and Council priorities are achieved. These investments will support the objectives outlined in the 2019-2022 Strategic Business Plan to leverage technology to improve service delivery, create efficiencies and provide needed capacity to respond to needs within the organization. The 2021 budget related to Corporate Administration is discussed in detail later in the Tax Overview.

Net Operating Budget for Corporate Administration								
Levy Requirement by Program								
\$000s	2020	2021			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2021 Base / 2020 Approved		2021 Requested / 2020 Approved	
Finance	12,420	12,522	133	12,655	102	0.8%	235	1.9%
Strategic Transformation Group	46,208	47,813	978	48,791	1,605	3.5%	2,583	5.6%
Legal Services	8,031	8,475	167	8,642	444	5.5%	611	7.6%
Chief Administrative Officer's Office	9,456	9,456	1,073	10,528	(1)	0.0%	1,072	11.3%
Office of the Chair	286	291	-	291	5	1.8%	5	1.8%
Regional Council	1,605	1,630	-	1,630	25	1.6%	25	1.6%
Total	\$ 78,006	\$ 80,186	\$ 2,351	\$ 82,537	2,180	2.8%	\$ 4,531	5.8%

Schedule may not add due to rounding

2021 Budget Highlights

The 2021 budget includes the following key drivers and investments:

- COVID-19 Impacts:** The 2021 budget impacts related to COVID-19 have been highlighted in the table below, and include costs to support continued temporary staff support in Public Health and Long-Term Care, and additional costs related to personal protective equipment, technology, deep disinfection cleaning and other facility-related costs to continue providing essential services and responding to the pandemic in 2021.

As shown in the table below, the 2021 budget includes \$12.3 million of COVID-19 related expenditures. Of this, \$5.3 million is funded from the COVID-19 Stabilization reserve, \$5.8 million is funded from additional Provincial subsidy, and \$1.2 million is included as a net Regional impact. The 2021 budget assumes an increase of \$5.8 million in provincial subsidy related to the COVID-19 response, consisting of \$4.3 million related to temporary staffing and other extraordinary requirements in Public Health and \$1.5 million in funding related to additional staffing proposed as strategic investments in Public Health and Long-Term Care that will be required on an ongoing basis. Of the \$5.8 million in provincial subsidy, only \$1.5 million has been confirmed by the Province which is for the School-Focused Nurses Initiative. Including \$4.3 million in additional unconfirmed funding (\$1.5 million ongoing and \$2.8 million temporary) is a measured risk in the 2021 budget but considered reasonable given the significant impacts of COVID-19 on both Long-Term Care and Public Health.

Additional one-time expenditures included in the 2021 budget in Paramedic Services, Long-Term Care, Housing and Corporate Administration are offset by transfers from the COVID-19 Stabilization reserve, which is funding received in 2020 through Phase 1 of the Safe Restart Agreement and carried forward to 2021. As reported through Report No. FN-36-20, on August 12th, 2020, the Provincial government announced that, in partnership with the Federal government, Ontario municipalities would be provided up to \$1.6 billion in the first round of emergency funding under the Safe Restart Agreement. In Phase 1, \$695 million was provided to help all municipalities address operating pressures related to the COVID-19 pandemic, of which Halton Region received \$12.6 million. This funding can be used to address operating costs and pressures related to the COVID-19 pandemic in 2020, and may be carried forward to address COVID-19 costs and pressures in 2021. Also reported in FN-36-20, there is a projected unfavourable variance of \$7.3 million for tax-supported services in 2020, which includes the estimated financial impact of COVID-19 based on the information currently available and projections to the end of the year. The \$12.6 million in funding will be used to fund the anticipated shortfall of \$7.3 million at year-end, and the remaining \$5.3 million in funds will be carried forward to support COVID-19 pressures in the 2021 budget, as shown in the table below.

2021 Budget - COVID-19				
\$000s	Gross Expenditures	COVID-19 Reserve Transfer	Provincial Funding	Net Regional Budget Impact
Public Health - COVID-19 Response	\$ 2,798	\$ -	\$ (2,798)	\$ -
Public Health - School-Focused Nurses Initiative	1,494	-	(1,494)	-
Public Health - Strategic Investments	762	-	(374)	388
Paramedic Services	811	(673)	-	138
Long-Term Care - COVID-19 Response	2,580	(2,546)	-	34
Long-Term Care - Strategic Investments	1,782	-	(1,177)	605
Housing Services	751	(751)	-	-
Corporate Administration	1,328	(1,328)	-	-
Total	\$ 12,306	\$ (5,299)	\$ (5,843)	\$ 1,165

Schedule may not add due to rounding

- **Public Health:** The 2021 budget for Public Health includes \$2.8 million in expenditures to continue responding to the COVID-19 pandemic which is comprised of costs to extend temporary staff support including 22 Public Health Nurses, a Manager and 2 Supervisors through 2021, as well as other operational costs including courier services for vaccine deliveries, and hall rental costs as a contingency to provide immunizations in lieu of using schools. Provincial funding is anticipated for the \$2.8 million in additional temporary costs, but has not been confirmed. Provincial funding has been confirmed for the School-Focused Nurses Initiative to provide support to Halton school boards and schools in facilitating public health and preventative measures related to the COVID-19 pandemic for the remainder of the 2020/2021 school year with an additional 28 temporary nurses. One-time funding of \$1.5 million is included for this in the 2021 budget. The COVID-19 response has also highlighted staffing requirements in Public Health that are expected to be ongoing beyond the pandemic. The 2021 budget includes strategic investments for an additional 7.0 FTEs to address increased needs for prevention and control of infectious diseases, particularly COVID-19, as required by the Ontario Public Health Standards, with further details discussed below. These strategic investments include provincial funding reflective of the current cost-share level resulting in a net tax impact of \$388,000, however this funding has not yet been confirmed.
 - **Paramedic Services:** Additional costs are expected to continue in 2021 for personal protective equipment and station cleaning related to COVID-19. The 2021 budget includes an increase of \$811,000 for these costs, \$673,000 of which is anticipated to be temporary in 2021 and as such, is funded through a one-time transfer from the COVID-19 Stabilization reserve, utilizing funds allocated from the Safe Restart Agreement Phase 1 funding. The remaining increase of \$138,000 is anticipated to be a permanent, ongoing requirement and as such is included as a Regional net impact.
 - **Long-Term Care:** Additional costs of \$2.6 million are included in the 2021 budget comprised of \$1.8 million for temporary support from 40 Resident Care Aides to screen visitors and cover any staffing shortages for 9 months in 2021, and \$800,000 for personal protective equipment. Of this amount, \$2.5 million is related to costs that are anticipated to be temporary in nature, and funded through a one-time transfer from the COVID-19 Stabilization reserve, utilizing funds allocated from the Safe Restart Agreement Phase 1 funding. The remaining \$34,000 reflects the ongoing increase required in personal protective equipment and is included with a net Regional impact. In addition, experience in responding to COVID-19 in Long-Term Care has highlighted the need for additional staffing to strengthen resident care. The 2021 budget includes strategic investments for an additional 14.4 FTEs and 10,596.6 relief hours, with further details provided below. These strategic investments include provincial funding based on the current funding level resulting in a net Regional impact of \$605,000, however this funding has not yet been confirmed.
 - **Housing Services:** Additional resources are included in the 2021 budget to continue to provide safe shelter solutions for vulnerable individuals and families during the pandemic. \$751,000 has been included in the 2021 budget to fund additional homelessness shelter capacity to meet the increase in demand and to allow for safe physical distancing following Public Health guidance. This is funded through a one-time transfer from the COVID-19 Stabilization reserve in 2021, utilizing funds allocated from the Safe Restart Agreement Phase 1 funding.
 - **Corporate Administration:** The 2021 budget for Corporate Administration includes \$1.3 million related to the COVID-19 pandemic to provide for technology, cleaning, security and other facility-related costs, and additional costs related to by-law enforcement requirements. These costs are funded through a one-time transfer from the COVID-19 Stabilization reserve in 2021, utilizing funds allocated from the Safe Restart Agreement Phase 1 funding.
- **Children's Services** the 2021 budget includes an investment of \$1.0 million to maintain the current number of subsidized child care spaces as a result of provincial funding reductions

- **Human Services Planning & Program Support** includes additional funding of \$500,000 for the Halton Region Community Investment Fund (HRCIF) to meet new and emerging community needs, pivot to virtual models of service delivery, respond to public health directives from the pandemic, and address Community Safety and Well-Being issues
- **Road Operations** includes increases to address growth in the Regional road network and additional maintenance costs including winter control, increased funding to support road resurfacing, and an additional resource to oversee and manage storm sewer infrastructure, ensuring that the Regional Storm System is operated and maintained in a state-of-good-repair
- **Non-Program** includes an increase in capital financing expenditures to fund the Burlington Beach Master Plan and long-term accommodation strategy, as well as increases for repayments to the tax stabilization reserve for the Emerald Ash Borer programs for Conservation Halton and Credit Valley Conservation, and floodplain mapping for Conservation Halton. This is partially offset with a decrease of \$500,000 due to the removal of the funding for the McMaster University grant payment following completion of the contribution agreement.
- **Boards & Agencies** include the Conservation Authorities, Royal Botanical Gardens, and the North Halton Mental Health Clinic. Council set guidelines through Report No. FN-26-20 which have been achieved as follows:
 - Conservation Halton 3.0% increase in the municipal general levy request
 - Credit Valley Conservation 2.3% increase in the municipal general levy request
 - Grand River Conservation Authority 2.5% increase in the municipal general levy request
 - Royal Botanical Gardens has been provided a 2.0% increase as per the guideline
 - North Halton Mental Health Clinic funding of \$1.2 million remains unchanged from the 2020 budget.

2021 Tax Operating Budget by Cost Category

The following table summarizes the 2021 budget by expenditure and revenue categories. The following table shows that total gross expenditures have increased by \$17.6 million (3.1%) to \$580.2 million. Subsidies and other program revenue are increasing by \$8.7 million (3.1%) to \$294.3 million, resulting in a net expenditure increase of \$8.8 million (3.2%) to \$285.8 million.

Total Tax Operating Budget Comparison by Category (Excluding Police Services)									
\$000s	2020	2021				Change			
	Approved Budget	Base Budget	COVID-19 Costs	Strategic Investments	Requested Budget	2021 Base/ 2020 Approved		2021 Requested/ 2020 Approved	
Personnel Services	\$ 192,621	\$ 195,246	\$ -	\$ 5,248	\$ 200,493	\$ 2,625	1.4%	\$ 7,873	4.1%
Materials & Supplies	18,096	17,974	1,752	78	19,803	(122)	-0.7%	1,707	9.4%
Purchased Services	109,188	111,654	7,022	1,163	119,839	2,466	2.3%	10,651	9.8%
Financial & Rent Expenses	9,408	9,488	38	-	9,526	80	0.9%	119	1.3%
Grants & Assistance	114,966	114,470	1,137	500	116,107	(496)	-0.4%	1,141	1.0%
Total Direct Costs	444,279	448,832	9,950	6,988	465,769	4,552	1.0%	21,490	4.8%
Allocated Recoveries	(7,626)	(7,722)	-	(288)	(8,009)	(95)	1.3%	(383)	5.0%
Corporate Support Recoveries	(16,400)	(17,670)	-	-	(17,670)	(1,270)	7.7%	(1,270)	7.7%
Transfers to Reserves - Operating	53,533	53,568	-	-	53,568	34	0.1%	34	0.1%
Transfer from Reserves - Operating	(5,028)	(4,618)	(5,299)	(150)	(10,066)	410	-8.2%	(5,038)	100.2%
Gross Operating Expenditures	468,759	472,390	4,651	6,551	483,592	3,632	0.8%	14,833	3.2%
Transfers to Reserves - Capital	93,922	96,666	-	-	96,666	2,744	2.9%	2,744	2.9%
Transfers from Reserves - Capital	(208)	(152)	-	-	(152)	56	-27.1%	56	-27.1%
Debt Charges	163	85	-	-	85	(79)	-48.2%	(79)	-48.2%
Capital Financing Expenditures	93,876	96,598	-	-	96,598	2,722	2.9%	2,722	2.9%
Total Gross Expenditures	562,635	568,988	4,651	6,551	580,190	6,353	1.1%	17,555	3.1%
Subsidies	(189,065)	(190,471)	(4,292)	(1,709)	(196,472)	(1,406)	0.7%	(7,407)	3.9%
Other Revenue	(96,555)	(97,684)	(187)	-	(97,871)	(1,129)	1.2%	(1,316)	1.4%
Total Revenue	(285,621)	(288,155)	(4,479)	(1,709)	(294,343)	(2,534)	0.9%	(8,722)	3.1%
Net Program Expenditures	\$ 277,014	\$ 280,834	\$ 172	\$ 4,842	\$ 285,847	\$ 3,819	1.4%	\$ 8,833	3.2%
Assessment Growth									1.7%
Tax Impact									1.5%

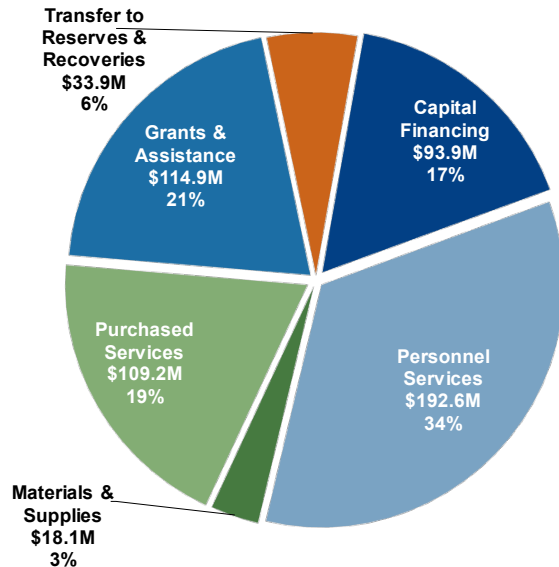
Schedule may not add due to rounding.

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

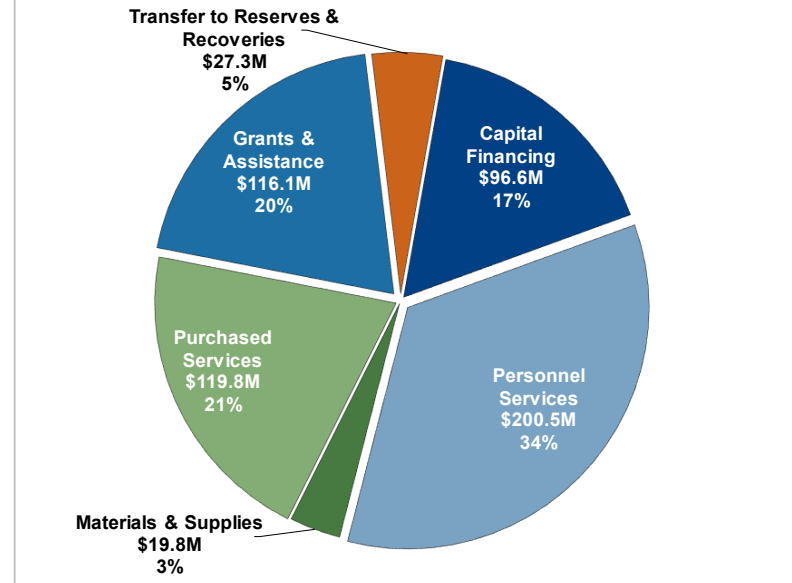
Gross Expenditures

The following chart shows the breakdown of the total gross expenditures in the 2021 operating budget for Regional tax-supported services of \$580.2 million by cost category.

2020 Tax Gross Expenditures: \$562.6 Million



2021 Tax Gross Expenditures: \$580.2 Million



Total gross expenditures are increasing by \$17.6 million (3.1%) in the 2021 Tax-Supported Budget, attributable to the following key changes:

Personnel Services - \$7.9 million increase

Personnel costs account for 34% of total gross expenditures for tax-supported services (excluding Police Services). As shown in the following table, compensation costs are proposed to increase by 4.09% or \$7.9 million in 2021 as a result of:

- 1.36% or \$2.6 million for base budget compensation increases, comprised of the following:
 - 1.94% or \$3.7 million increase to salary/wage budget based on a 2.0% increase in the non-union pay band based on a pay-for-performance merit system and anticipated increases in union agreements.
 - 0.33% or \$0.7 million increase to benefit costs based on increases in statutory and other benefits calculated as a percentage of earnings.

- -0.91% or (\$1.8 million) decrease due to the introduction of a vacancy allowance into the 2021 budget. Following a detailed review of the compensation budget and favourable variance trends resulting from temporary staff vacancies, a vacancy allowance was introduced in the 2021 budget to more closely align the compensation budget with actual compensation costs. A vacancy allowance of -1.5% has been applied to the 2021 compensation budget, with the exception of programs with 24 hour operations (Paramedic Services and Services for Seniors), as these programs require all vacancies to be immediately backfilled and therefore do not experience positive variances related to vacancies. This allowance will be reviewed annually as part of the budget process.
- 2.72% or \$5.2 million increase for an additional 41.4 FTEs and 10,596.6 relief hours as strategic investments in the 2021 budget.

**2021 Compensation Summary
(Excluding Police Services)**

	2019	2020	2021			
	Compensation Budget	Compensation Adjusted	Compensation Inc/(Dec)	Strategic Investments	Compensation Budget	Change
Healthy Families	\$ 9,086,332	\$ 7,616,845	\$ 66,575	\$ 113,690	\$ 7,797,110	2.37%
Health Protection	8,640,392	7,421,526	88,612	127,040	7,637,178	2.91%
Healthy Schools & Communities	7,766,323	6,379,145	59,412	-	6,438,557	0.93%
Infectious Disease Control	2,101,763	6,650,265	65,998	635,920	7,352,183	10.55%
Paramedic Services	28,907,790	29,714,000	619,190	311,400	30,644,590	3.13%
Children's Services	11,456,040	11,838,950	18,129	-	11,857,079	0.15%
Employment & Social Services	5,543,080	5,870,810	22,856	-	5,893,666	0.39%
Housing Services (Excluding HCHC)	3,206,120	3,304,170	16,950	162,510	3,483,630	5.43%
Halton Community Housing Corporation	2,633,810	2,723,070	1,421	-	2,724,491	0.05%
Human Services Planning & Program Support	3,020,290	3,255,370	4,632	-	3,260,002	0.14%
Services for Seniors	45,658,910	46,822,460	705,570	1,776,450	49,304,480	5.30%
Planning Services	6,219,830	6,394,300	(6,772)	-	6,387,528	-0.11%
Economic Development	2,136,100	2,093,660	13,009	-	2,106,669	0.62%
Waste Management	4,096,370	4,455,810	11,174	-	4,466,984	0.25%
Road Operations	1,675,460	1,861,130	(732)	124,140	1,984,538	6.63%
Corporate Administration	42,001,428	44,627,585	914,522	1,996,560	47,538,667	6.52%
Office of the Chair & Regional Council	1,531,910	1,591,610	24,450	-	1,616,060	1.54%
Total	\$ 185,681,948	\$ 192,620,706	\$ 2,624,996	\$ 5,247,710	\$ 200,493,412	4.09%
Compensation Increase			1.36%	2.72%	4.09%	

Schedule may not add due to rounding

Staff Complement and Relief Hours

As shown in the following table, the additional staff complement proposed in the 2021 Tax-Supported Budget (excluding Police Services) includes an increase of 41.4 FTEs and 10,596.6 relief hours for strategic investments.

2021 Complement Summary (Excluding Police Services)						
	2019	2020		2021		
	Budgeted Staff Complement	Budgeted Staff Complement	Total In-Year Adjustments	Strategic Investments	Budgeted Staff Complement	Change %
FTE:						
Healthy Families	74.9	68.2	-	1.0	69.2	1.47%
Health Protection	80.8	63.3	-	1.0	64.3	1.58%
Healthy Schools & Communities	73.1	59.3	-	-	59.3	0.00%
Infectious Disease Control	16.7	57.7	-	5.0	62.7	8.67%
Paramedic Services	200.5	201.5	-	3.0	204.5	1.49%
Children's Services	106.0	103.8	-	-	103.8	0.00%
Employment & Social Services	55.0	57.0	-	-	57.0	0.00%
Housing Services (Excluding HCHC)	30.0	30.0	-	1.0	31.0	3.33%
Halton Community Housing Corporation	27.0	27.0	-	-	27.0	0.00%
Human Services Planning & Program Support	27.0	28.0	-	-	28.0	0.00%
Services for Seniors	500.6	502.4	-	14.4	516.8	2.87%
Planning Services	50.0	49.0	-	-	49.0	0.00%
Economic Development	18.0	17.0	-	-	17.0	0.00%
Waste Management	38.6	40.6	-	-	40.6	0.00%
Road Operations	15.0	16.0	-	1.0	17.0	6.25%
Corporate Administration	354.2	359.9	-	15.0	374.9	4.17%
Office of the Chair & Regional Council	1.0	1.0	-	-	1.0	0.00%
Relief Hours:						
Paramedic Services	84,988.2	84,988.2	-	-	84,988.2	0.00%
Healthy Schools & Communities	1,350.2	1,350.2	-	-	1,350.2	0.00%
Children's Services	1,827.0	1,827.0	-	-	1,827.0	0.00%
Services for Seniors	81,705.2	82,122.8	-	10,596.6	92,719.4	12.90%
Total:						
FTE	1,668.4	1,681.7	-	41.4	1,723.1	2.46%
Relief Hours	169,870.6	170,288.2	-	10,596.6	180,884.8	6.22%

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

As noted above, the 2021 budget includes an additional 41.4 FTE and 10,596.6 relief hours requested as strategic investments. Of the 41.4 FTEs, 26.4 FTEs and 10,596.6 relief hours will either be fully or partially funded by subsidies, recoveries from the rate-supported budget or capital projects, or reallocated base budget provisions as follows:

- 23.4 FTEs and 10,596.6 relief hours include provincial funding based on the current cost-share levels to partially fund the cost
- 1.0 FTE will provide Hansen system support to Public Works and will therefore be recovered through the rate-supported operating budget;
- 1.0 FTE will support new assisted housing acquisitions and will therefore be recovered from the capital budget
- 1.0 FTE will be funded through a base budget reduction in purchased services to convert a temporary position to a permanent position utilizing Community Homelessness Prevention Initiative funding

The remaining 15.0 FTEs require an additional budget provision of \$1.9 million and will support the objectives, outcomes and actions identified in the Region's 2019–2022 Strategic Business Plan, and will address pressures driven by growth and increased demand for services. The details on the strategic investments are provided below and detailed business cases are available in the Strategic Investments section of the budget book.

Materials & Supplies - \$1.7 million increase

- \$1.8 million related to largely one-time COVID-19 costs included in the 2021 budget comprised of \$800,000 in Services for Seniors for personal protective equipment (PPE), \$724,000 in Paramedic Services for medical supplies (PPE & other COVID-19-related supplies), and \$136,000 increase in Housing Services to support the shelter program. These costs have been largely funded through a transfer from the COVID-19 Stabilization reserve, utilizing funds allocated to be carried-over from the Safe Restart Agreement Phase 1 funding
- (\$105,000) decrease in hydro and fuel costs due to rate savings for natural gas, gasoline, and diesel fuels and reduced hydro consumption to reflect trends

Purchased Services - \$10.7 million increase

- \$7.0 million related to one-time COVID-19 costs included in the 2021 budget comprised of:
 - \$4.2 million in Public Health for temporary staff and other support to continue to respond to the COVID-19 pandemic
 - \$1.8 million in Services for Seniors for temporary Direct Care Aide support to screen visitors and cover staffing shortages
 - \$528,000 for facility-related expenditures, including touchpoint cleaning and deep disinfection, security services, and HVAC enhancements as well as continued technology support
 - \$465,000 in Housing Services to provide emergency shelter supportThese one-time costs have been funded through anticipated provincial funding (Public Health) or through a transfer from the COVID-19 Stabilization reserve, utilizing funds allocated to be carried-over from the Safe Restart Agreement Phase 1 funding
- \$997,000 increase for a strategic investment in fee subsidy to maintain the number of subsidized child care spaces at the 2020 level as a result of provincial funding reductions
- \$741,000 or 5.6% increase in road maintenance activities to reflect lane km growth, inflation, and additional increases required for winter control costs

- \$450,000 increase in Strategic Policy & Government Relations for professional services to support the Equity, Diversity & Inclusion and Climate Change Response programs
- \$442,000 increase for insurance premiums due to unfavourable market conditions as well as an increase in paid claim losses based on actual trends
- \$438,000 increase in IT for software maintenance and computing services based on operational needs and actual trends
- \$421,000 (1.3%) increase in waste contracts to reflect 2.0% inflation and 1.0% tonnage growth, partially offset with savings resulting from the new organics processing contract starting in January, 2021, as reported in Report No. PW-17-20 re: "2019 Year End Waste Management Report"
- (\$100,000) decrease in advertising costs based on actual trends

Financial & Rent Expenses - \$119,000 increase

- \$81,000 increase in property rental relating to Corporate leased premises based on renewed lease agreements
- \$38,000 increase related to one-time COVID-19 costs in Public Health for a hall rental as a contingency to provide immunizations in lieu of using schools, offset with anticipated provincial funding

Grants & Assistance - \$1.1 million increase

- \$1.1 million related to one-time COVID-19 costs including:
 - \$800,000 to provide support for COVID-19-related by-law enforcement
 - \$337,000 to provide support related to emergency shelter operations
 These one-time costs have been funded through a transfer from the COVID-19 Stabilization reserve, utilizing funds allocated to be carried-over from the Safe Restart Agreement Phase 1 funding
- \$616,000 increase in Employment & Social Services mainly for increased OW benefits expense based on a 3% caseload increase, fully offset by provincial funding
- \$555,000 increase in Ontario Priorities Housing Initiative (OPHI) grants, offset by provincial subsidy
- \$540,000 increase in Halton Rental Assistance Program (HRAP) due to \$400,000 reinvested from the Halton In-situ Program (HIP) and \$140,000 reallocated from housing providers
- \$500,000 strategic investment to increase the Halton Region Community Investment Fund to meet new and emerging community needs, pivot to virtual models of service delivery, respond to public health directives from the pandemic, and address Community Safety and Well-Being issues
- \$427,000 increase in Canada-Ontario Community Housing Initiative (COCHI) grants, offset by provincial subsidy
- \$343,000 increase in grant payments to agencies related to homelessness prevention to align with planned funding increases in Community Homelessness and Prevention Funding (\$189,000) and Federal Reaching Home funding (\$154,000)
- \$330,000 additional funding for the Conservation Authorities and Royal Botanical Gardens
- (\$400,000) decrease in HIP as the program migrated to the provincially delivered Canada-Ontario Housing Benefit program (COHB), which has been reinvested in HRAP as per Report No. SS-20-20 re: "Housing Services Program Update and Comprehensive Housing Strategy 2014-2024 Annual Progress Report"
- (\$500,000) decrease due to the removal of the funding for the McMaster University grant with the completion of the contribution agreement
- (\$571,000) decrease for community housing provider grants based on provincially prescribed benchmark cost factors and market rent index (MRI) and reallocation of \$140,000 from two community housing providers to the rent supplement agreement under HRAP
- (\$1.9 million) decrease in Children Services resulting from the Community Based Capital Project program ending on December 31, 2020 (\$1.1 million), and in General Operating Grants (\$597,000) and special projects (\$250,000) to align with available funding

Allocated Recoveries - (\$383,000) increase

- (\$297,000) increase in recoveries from the Rate-Supported Budget, including an increase of \$121,000 for 1.0 FTE Systems Analyst – Hansen requested as a strategic investment which will support and be recovered from the Public Works rate-supported budget
- (\$153,000) increase in recoveries from Police Services for services provided by the Region mainly related to increased insurance costs due to unfavourable market conditions
- \$42,000 decrease in recoveries from capital projects, due to the removal of a capital recovery in Communications & Customer Service as a result of a process change where advertising costs are charged directly to capital projects as opposed to flowing through the tax-supported operating budget, partially offset by an increase of \$167,000 for 1.0 FTE Manager, Housing Action Team requested as a strategic investment to provide oversight and operational direction to the portfolio administration of the Assisted Housing Framework, which will be recovered from the capital budget

Corporate Support Recoveries - (\$1.3 million) increase

- Increased recoveries from rate-supported programs for expanding needs, including additional resources acquired through the 2020 strategic investments

Transfers to Reserves - Operating - \$34,000 increase

- \$33,000 increase in Information Technology to fund future scheduled phone and iPad replacements

Transfers from Reserves - Operating - (\$5.0 million) increase

- (\$5.3 million) increase for a one-time transfer from the COVID-19 Stabilization reserve to fund the additional costs related to the COVID-19 pandemic using the Safe Restart Agreement Phase 1 funding. These additional costs include temporary staffing support costs, additional PPE, By-Law enforcement support, capital repairs/upgrades at existing shelters and emergency shelter operations costs, and additional facilities-related costs for touchpoint cleaning and deep disinfection, security services, and HVAC enhancements.
- (\$150,000) increase to partially fund professional services to support the Region's Equity, Diversity and Inclusion program
- \$400,000 decrease to remove the Halton In-situ Program operating reserve transfer as the program ends in 2020, offset in Capital Financing Expenditures

Capital Financing Expenditures - \$2.7 million increase

- \$756,000 planned increase in Federal Gas Tax Subsidy
- \$405,000 to fund increased costs in the long-term accommodation strategy
- \$250,000 increase to support road resurfacing in the roads State-of-Good-Repair Program
- \$219,000 increase to support corporate and program specific Technology capital requirements
- \$212,000 increase to support the Emerald Ash Borer programs for Credit Valley Conservation (FN-26-15) and Conservation Halton (FN-19-17)
- \$190,000 increase to support the ongoing Regional facilities state-of-good-repair capital program and purchase of new and replacement vehicles and equipment
- \$157,000 planned increase for the Burlington Beach Master Plan
- \$142,000 increase in Planning Services mainly to support the Regional Official Plan Implementation (\$80,000) and Burloak Waterfront Park payback (\$57,000)
- \$95,000 increase to support floodplain mapping for Conservation Halton (FN-41-19)
- (\$400,000) decrease resulting from the removal of the transfer for the Halton In-situ Program, which was reinvested to support the HRAP, offset in Transfers from Reserves - Operating

Gross Revenues

The \$580.2 million total gross expenditures in the Tax Budget are funded from various sources as shown in the table below. In the 2021 Tax-Supported Budget, 49% of the total gross expenditures are funded from property taxes and 32% are funded from provincial subsidies. The other 19% of the funding comes from federal subsidies, investment income, user fees, and supplementary taxes.

Tax Gross Operating Revenues by Funding Source						
\$000s	2020		2021		Change in Budget	
	\$	% of Total	\$	% of Total	\$	%
Property Tax Revenue	\$ 277,014	49.2%	\$ 285,847	49.3%	\$ 8,833	3.2%
Provincial Subsidies	180,855	32.1%	187,306	32.3%	6,451	3.6%
Investment Income	51,383	9.1%	51,383	8.9%	-	0.0%
Program & Other Revenue	38,672	6.9%	39,988	6.9%	1,316	3.4%
Federal Subsidies	8,211	1.5%	9,166	1.6%	955	11.6%
Supplementary Taxes	6,500	1.2%	6,500	1.1%	-	0.0%
Total Revenue	\$ 562,635	100.0%	\$ 580,190	100.0%	\$ 17,555	3.1%

Overall, for the 2021 budget, revenues are expected to increase by \$17.6 million or 3.1%. This includes an \$8.8 million increase in property taxes (including a property tax increase of 1.5% and assessment growth of 1.7%), and, as discussed below, a \$6.5 million increase in provincial subsidies, no change in investment income, an additional \$1.3 million in program fees and other revenues, a \$955,000 increase in federal subsidies, and no change in supplementary taxes.

Provincial Subsidies \$6.5 million increase – In total, \$187.3 million of provincial subsidies are included in the 2021 Tax-Supported Budget and are primarily used to fund cost-shared Health and Social & Community Services programs. Of the \$6.5 million increase, \$5.8 million is related to the COVID-19 response, consisting of \$4.3 million primarily related to temporary staffing and other extraordinary requirements in Public Health and \$1.5 million in funding related to additional staffing proposed as strategic investments in Public Health and Long-Term Care that will be required on an ongoing basis. Of the \$5.8 million in provincial subsidy, only \$1.5 million has been confirmed by the Province which is for the School-Focused Nurses Initiative. Based on experience throughout the COVID-19 pandemic of the Provincial government's support, it is considered reasonable to anticipate that additional subsidies would be provided for Public Health and Long-Term Care in 2021, however including \$4.3 million in additional unconfirmed funding (\$1.5 million ongoing and \$2.8 million temporary) is a measured risk in the 2021 budget.

Change in Provincial Subsidies 2020-2021 (\$000s)		
Program	Funding	2020-2021 Change
Public Health	School-Focused Nurses Initiative**	\$ 1,494
	COVID-19 Response*	2,798
	Strategic Investments*	374
	Sub-total	4,665
Paramedic Services	Base Funding	796
	Strategic Investments*	158
	Sub-total	954
Children's Services	Expansion Plan	373
	EarlyON Child & Family Centres	26
	Community-Based Early Years and Child Care Capital	(1,094)
	Base Funding	1,072
	Utilization*	(2,584)
	Sub-total	(2,206)
Housing	Community Homelessness Prevention Initiative	189
	Federal Block Funding	(567)
	Canada-Ontario Community Housing Initiative	449
	Ontario Priorities Housing Initiative	572
	Sub-total	642
Services for Seniors	Case Mix Index	419
	Per Diem funding at the Long-Term Care Homes	192
	High Wage Transition	(95)
	Minor Capital Program	123
	Strategic Investments*	1,178
	Sub-total	1,817
Employment & Social Services	Ontario Works Benefits	619
	Ontario Works Cost of Administration	(40)
	Sub-total	579
Total Change in Provincial Subsidies		\$ 6,451

*Funding not confirmed.

**Funding confirmed.

All other funding is based on 2020 or 2020/2021 funding allocations.

The 2021 budget was prepared with the best information currently available, and is reflective of provincial announcements as of November 26, 2020. However there is uncertainty given that there are still several programs and funding models currently under review by the Province which could impact 2021, including the Children's Services funding model and the structure of Public Health and Paramedic Services in the Province.

As shown in the table below, the 2021 base budget for Provincial subsidies is increasing by \$450,000 or 0.2%. While base subsidies for Paramedics, Housing Services, Services for Seniors and Employment & Social Services are expected to increase in the 2021 budget, base subsidies for Public Health are not expected to increase and subsidies for Children's Services are expected to decrease by \$2.2 million due to the funding formula. In combination with funding anticipated to offset costs related to the continued COVID-19 response in 2021, and funding anticipated in the strategic investments based on current cost-share levels, the total increase in Provincial funding in the 2021 budget is \$6.5 million. A majority of the additional Provincial funding included in the 2021 budget has not been confirmed. This is a risk in the 2021 budget but is considered reasonable as the majority relates to demonstrated needs as a result of COVID-19.

Provincial Subsidies By Program									
\$000s	2020	2021				Change in Budget			
		Base	COVID-19 One-Time	Strategic Investments	Total	Base	%	Total	%
Public Health	\$ 24,083	\$ 24,083	\$ 2,798	\$ 374	\$ 27,254	\$ -	0.0%	\$ 3,172	13.2%
Public Health - School-Focused Nurses Initiative	-	-	1,494	-	1,494	-	0.0%	1,494	0.0%
Paramedic Services	20,051	20,846	-	158	21,005	796	4.0%	954	4.8%
Children's Services	61,262	59,056	-	-	59,056	(2,206)	-3.6%	(2,206)	-3.6%
Housing Services	12,870	13,512	-	-	13,512	642	5.0%	642	5.0%
Services for Seniors	36,927	37,566	-	1,177	38,743	639	1.7%	1,817	4.9%
Employment & Social Services	25,337	25,916	-	-	25,916	579	2.3%	579	2.3%
Road Operations	100	100	-	-	100	-	0.0%	-	0.0%
Economic Development	226	226	-	-	226	-	0.0%	-	0.0%
Total	\$ 180,855	\$ 181,305	\$ 4,292	\$ 1,709	\$ 187,306	\$ 450	0.2%	\$ 6,451	3.6%

Schedule may not add due to rounding

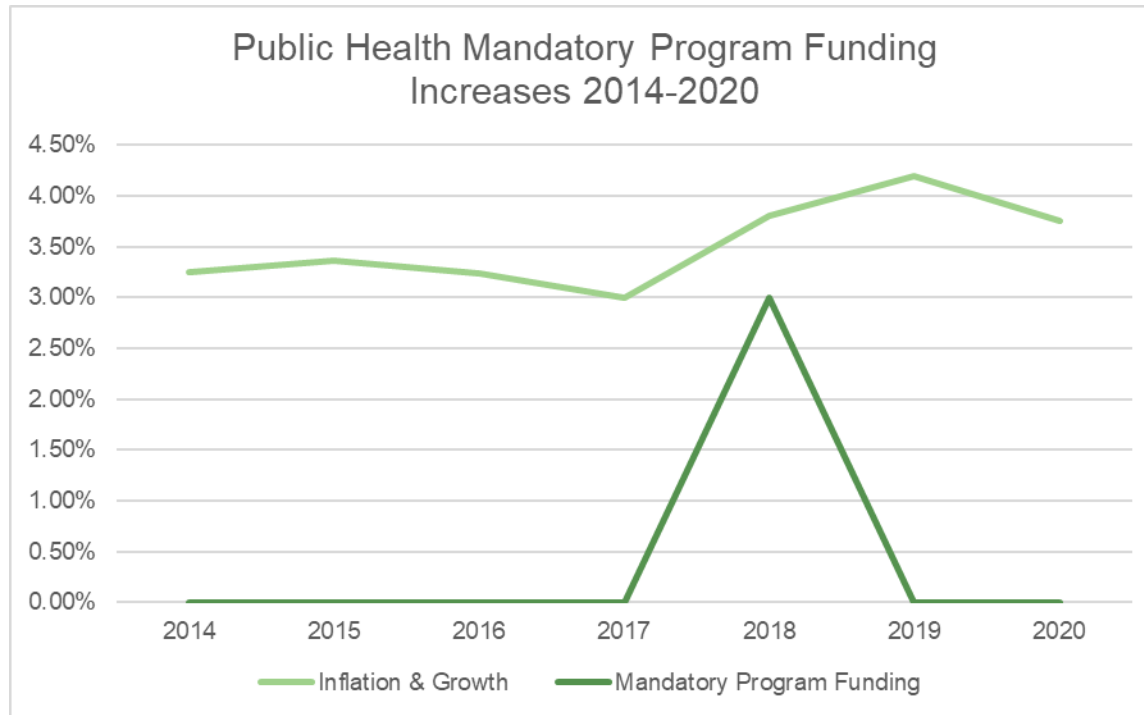
Public Health

As of January 1, 2020, the Province has changed the funding formula for Public Health from a cost-share model with 100% and 75% provincial funding for various programs, to 70% provincial funding for all programs (excluding the Ontario Seniors Dental Care Program). Since the Region already contributes more than 30%, the 2020 funding allocations were frozen. As shown in the table below, Public Health's 2021 base budget is funded based on 57.6% funding from the Province, and 42.4% from the Region, as the Province has not committed to additional funding to make up the current Provincial shortfall. The subsidy funding does not keep pace with the increase in costs and demand for services. In 2020, Halton will contribute \$5.6 million more than its cost share to compensate for shortfalls in provincial funding to maintain essential services, and this will increase to \$5.9 million in 2021.

Public Health												
\$000s	Expenditure Budget			Subsidy Budget				Anticipated Shortfall (\$)				
	2020	2021	Change	2020	%	2021	%	Change	2020	2021	Change	
Public Health - Base Funding	\$ 39,243	\$ 39,654	\$ 410	\$ 22,845	58.2%	\$ 22,845	57.6%	\$ -	0%	\$ 5,586	\$ 5,884	\$ 298



As shown in the chart below, Public Health has only had one subsidy increase from 2014-2020 which was a 3% increase in 2018. As a result, Provincial funding has not kept pace with the increase in costs and demands for services resulting in an increasing funding shortfall. The 2021 budget does not anticipate an increase in base funding based on the ongoing review of Public Health by the Province. As a result, the funding shortfall will increase again in 2021.



Paramedic Services

The 2021 budget includes a funding increase of \$954,000 comprised of \$796,000 in base funding and \$158,000 included in the strategic investments, which reflects the current funding model that supports program growth, but not inflation. Cost-shared funding is intended to support a cost-share of 50/50 provincial/regional funding, however the 2021 budget is funded based on a cost-share of 47.4% funding from the Province, and 52.6% from the Region. The shortfall for 2021 is \$1.1 million.

Paramedic Services												
\$000s	Expenditure Budget			Subsidy Budget						Anticipated Shortfall (\$)		
	2020	2021	Change	2020	2021	Change	2020	2021	Change	2020	2021	Change
Paramedic Services	\$ 41,655	\$ 42,732	\$ 1,077	\$ 19,295	46.3%	\$ 20,249	47.4%	\$ 954	4.9%	\$ 1,532	\$ 1,116	\$ (416)



Children's Services

As shown in the following table, the 2021 budget reflects a reduction of \$2.2 million, or 3.6%, in provincial funding from the Ministry of Education (EDU). In 2021, the budget for EDU base funding reflects a \$1.1 million reduction which is driven by the projected decrease in Utilization funding, partially offset with increases in Expansion Plan and other base funding allocations to align with the 2020 funding allocations. As noted in the 2020 Budget and Business Plan and Report No. FN-45-19 (re: 2020 Budget and Business Plan and Disposition of the 2019 Surplus) and in Report No. FN-36-20 (re: Operating Budget Variance Report for the period ending August 31, 2020 and Capital Budget and project closure report for the period ending June 30, 2020), on October 25, 2019, the Region received the 2020 funding allocation for Children's Services from EDU, which was \$2.7 million less than what was included in the 2020 budget mainly as a result of a reduction in utilization funding. Utilization funding is provincial funding provided on a proportionate basis to municipalities that invest above the minimum-legislated amount. The 2021 budget also includes a decrease of \$1.1 million due to the Community-Based Early Years and Child Care Capital Project (CBCP) program ending, fully offset with an equivalent reduction in grants.

Children's Services (\$000's)			
	2020 Amended Budget*	2021 Budget	2021 / 2020 Change
Program:			
Expenditures:			
Administration	\$ 6,416	\$ 6,419	\$ 3
Regional Child Care Centres	2,950	2,956	6
Fee Subsidy	22,863	23,880	1,017
Special Needs	11,211	11,070	(141)
Community Support	29,676	27,960	(1,717)
Total	\$ 73,115	\$ 72,285	\$ (830)
Funding:			
Ministry of Education (EDU):			
Base Program	\$ 28,850	\$ 29,923	\$ 1,073
Utilization	4,578	1,994	(2,584)
Child Care Expansion Plan	6,112	6,485	373
Sub-total EDU Base Funding	39,540	38,402	(1,138)
Wage Enhancement Grant (WEG)	12,301	12,301	-
Early Learning and Child Care Bi-Lateral Agreement	2,696	2,696	-
EarlyON Child and Family Centres	4,149	4,175	26
Community-Based Early Years and Child Care Capital Program	1,094	-	(1,094)
Licensed Home Child Care	552	552	-
Total EDU	\$ 60,332	\$ 58,126	\$ (2,206)
Ministry of Children, Community, and Social Services	931	931	-
Other Revenues	1,269	1,286	18
Net Regional Contribution	10,584	11,943	1,359
Total	\$ 73,115	\$ 72,285	\$ (830)

Schedule may not add due to rounding

* Amended as per Report No. SS-05-20 re: "Autism Early Identification Demonstration Project Update"

Housing Services

Two new housing funding allocations were announced in the 2019 Provincial Budget; the Canada-Ontario Community Housing Initiative (COCHI), which can be used to repair, regenerate and expand community housing providers whose original program agreements are expiring, and the Ontario Priorities Housing Initiative (OPHI) which is a successor program to the Investment in Affordable Housing-Extension (IAH-E) which ended in March 2020. As reported through Report No. SS-19-19/ LPS-86-19 (re: Comprehensive Housing Strategy 2014-2024 – Five Year Review), the initial funding allocation for the first three years of OPHI is significantly lower than funding received under the previous federal/provincial cost-shared (IAH-E) program. The 2021 budget includes an increase of \$642,000 in provincial funding, comprised of an increase in COCHI and OPHI funding totaling \$1.0 million, and an increase in the funding allocation for the Community Homelessness Prevention Initiative of \$189,000, partially offset with a decrease of \$567,000 in Federal Block Funding related to Housing Providers' operating grants.

Services for Seniors

The majority of Provincial funding in Services for Seniors is provided for the Long-Term Care (LTC) homes by the Ministry of Long-Term Care (MLTC) on a per bed, per day basis, with an adjustment to reflect the Case Mix Index (CMI) of the home, which is a numeric value assigned to a LTC home used as a measure of the care requirements of residents. As shown in the table below, the 2020/2021 re-indexing of eligible CMI funding by the MLTC results in subsidy received that is 92.7% of the calculated care needs of residents. While the calculated CMI, which measures the care requirements of residents, has been increasing, the MLTC re-indexing factor has been decreasing, resulting in a gap between subsidy required and subsidy received. The projected shortfall resulting from the difference between the calculated CMI and the funded CMI is \$1.8 million in the 2021 budget. This shortfall results in increased Regional investment required to maintain service levels.

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

An increase of \$639,000 in funding is anticipated in 2021 for Services for Seniors resulting from a slight rise in Case Mix Index (CMI) and per diem funding adjustments. Services for Seniors also receives funding from the Local Health Integration Network (LHIN) for Supportive Housing and Adult Day Programs, which continues to be held at the 2018 level.

Employment & Social Services

Provincial funding is provided for Ontario Works (OW) Benefits, OW cost of administration, and Employment programs. OW benefits are 100% provincially funded, and the cost of administering the OW program is intended to be cost-shared 50/50 with municipalities. The 2021 budget for provincial subsidies is increasing by \$579,000, which includes an increase for OW benefits of \$619,000, partially offset with a decrease of \$40,000 in OW cost of administration funding, which increases the Regional contribution required to administer the OW program.

Program Fees and Other Revenue - \$1.3 million increase

The program-specific fees and charges are anticipated to be \$40.0 million in 2021, a \$1.3 million or 3.4% increase. Fees are reviewed annually and adjusted as appropriate to reflect changes in quantities, inflation and other cost adjustments. The following table details the fees and other revenues (excluding Police Services) by major program. The most significant user fee revenues are those received from the residents of the Region's LTC homes of \$15.0 million.

Tax Program Fees & Other Revenues				
\$000s	2020	2021	Change in Budget	
Health Protection	\$ 130	\$ 131	\$ 2	1.5%
Healthy Schools & Communities	3	4	-	0.0%
Paramedic Services	17	17	-	0.0%
Children's Services	1,269	1,286	18	1.4%
Employment & Social Services	852	876	24	2.8%
Housing Services	2,135	2,357	222	10.4%
Services for Seniors	14,287	15,040	753	5.3%
Planning Services	1,110	1,159	49	4.4%
Economic Development	26	12	(14)	-52.3%
Waste Management	7,979	8,096	117	1.5%
Road Operations	278	385	107	38.5%
Non-Program	6,800	6,796	(4)	-0.1%
Finance	750	750	-	0.0%
Legal Services	224	228	4	1.8%
Strategic Transformation Group	2,813	2,851	38	1.4%
Total	\$ 38,672	\$ 39,988	\$ 1,316	3.4%

Schedule may not add due to rounding

The \$1.3 million increase in program fees and other revenues is driven by:

- \$753,000 increase in Services for Seniors for basic and preferred accommodation revenues to reflect trends
- \$222,000 increase in Housing Services mainly to reflect shelter revenues from Ontario Works clients
- \$117,000 increase in Waste Management for Resource Productivity & Recovery Authority (formerly Waste Diversion Ontario) blue box stewardship funding partially offset with a decrease to reflect reduced container station revenue trends at the Halton Waste Management Site
- \$107,000 increase in Road Operations for external recoveries for damages to Regional property to reflect trends
- \$49,000 increase in Planning Services for developer administration fees

The user fees and charges schedules associated with these programs are attached to Report No. FN-44-20 (re: 2021 Budget and Business Plan and Disposition of the 2020 Surplus).

Federal Subsidies - \$955,000 increase

The 2021 Tax-Supported Budget includes \$9.2 million of federal subsidies.

Federal Subsidies by Program				
\$000s	2020	2021	Change in Budget	
Healthy Families	\$ 90	\$ 90	\$ -	0.0%
Employment & Social Services	199	250	51	25.7%
Housing Services	760	914	154	20.2%
Economic Development	6	-	(6)	-100.0%
Non-Program (Gas Tax)	7,155	7,912	756	10.6%
Total	\$ 8,211	\$ 9,166	\$ 955	11.6%

Schedule may not add due to rounding

The key drivers for the \$955,000 increase in federal subsidies are:

- \$756,000 increase in Federal Gas Tax funding
- \$154,000 increase in Housing Services for the Reaching Home program
- \$51,000 increase in Employment & Social Services for Halton Newcomer Strategy

The Region is expected to receive a total of \$17.4 million in Gas Tax funding in 2021, of which \$9.5 million will continue to be applied to the Rate-Supported Budget to help fund the Water and Wastewater State-of-Good-Repair capital program and the remaining \$7.9 million will be applied to the Transportation capital (\$6.9 million) and road resurfacing programs (\$1.0 million) in the Tax-Supported Budget.

Supplementary Taxes

Supplementary tax revenue is generated from additional assessment. Supplementary tax revenue is difficult to predict as this is dependent on the number of properties assessed by the 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, between 2014 and 2019, the budget was reduced to \$6.5 million, as the amount of supplementary taxes received by the Region has been declining since 2011. The 2020 budget for supplementary tax revenue was maintained at \$6.5 million, and will be held at this amount for 2021. Staff will continue to monitor supplementary taxes to determine whether any further adjustments need to be made in future budgets.

2021 Tax Strategic Investments

The 2021 Budget and Business Plan includes proposed strategic investments to support the objectives, outcomes and actions identified in Halton's 2019–2022 Strategic Business Plan, critical program enhancements to support the health and well-being of Halton residents through the COVID-19 pandemic and beyond, and investments that address pressures driven by growth and increased demand in services. Additional information related to these initiatives is in the Strategic Investments section of this document.

COVID-19 Impacts

Public Health:

- **Infectious Disease Control Staffing \$645,000** for 5.0 FTEs comprised of an Outbreak Manager, an Infectious Disease Nursing Advisor, an Infection Control Coordinator and two Public Health Nurses to support long-term needs for infectious disease prevention and control. COVID-19 has increased the need for additional public health staffing to prevent and manage outbreaks and ensure all cases and contacts are followed up on within 24 hours, as required by the Ministry of Health. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$280,000.
- **Infection Control Coordinator \$132,000** to support the Enteric and Vector-borne Diseases team to respond to various infection prevention and control issues and assist in case and contact, and outbreaks of infectious disease in the community, regulated institutions and allied health care settings. This position will further support Public Health's ability to respond to various infection control issues. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$57,000.
- **Data Analyst \$118,000** to support the Public Health Surveillance and Evaluation team to collect, manage, analyze, and disseminate data to support public health program decisions, surveillance, communications and provide health information to the community and partners at both the local and provincial levels. This position will ensure compliance with provincial reporting requirements and provide the ability to have population health data to assess the health needs of the population, detect emerging health concerns and respond to health threats in our community. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$51,000.

Long-Term Care:

- **Administrative Clerks \$465,000** for 6.0 FTEs to provide each Long-Term Care (LTC) home with front desk coverage 7 days a week. During the COVID-19 pandemic, significant resources have been required to manage building access, which includes enhanced screening of all individuals entering LTC homes to ensure that infection control and customer service needs are met. Temporary contract staff have provided this support during the pandemic, however a permanent solution is required to ensure that there is ongoing support for customer service needs, monitoring, access restriction, and visitor controls. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$138,000.
- **Quality and Integration Coordinator \$107,000** to stabilize and enhance the Quality Improvement/Risk Management (CQI/RM) team. The CQI/RM team monitors, analyzes, and mitigates risk in Long-Term Care operations, and improves resident care by developing and implementing quality improvements. This role is currently being resourced through a temporary contract; resourcing this position on a permanent basis will improve Halton's ability to move forward on some key initiatives and operational activities including the development of the dementia strategy, improved stakeholder communication activities in Services for Seniors and Older Adults Advisory Committee work.

- **Registered Nurses \$170,000** for 1.4 FTEs to provide a permanent, 7 day a week, Charge Nurse position to provide clinical leadership to ensure processes meet best practice guidelines. This position will address pressures related to increased resident clinical assessments, infection prevention, control risk assessments and processes, and heightened monitoring of both staff and residents. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$50,000.
- **Life Enrichment Therapists \$760,000** for 3.0 FTEs and 10,596.6 relief hours to enhance the Life Enrichment Program and ensure coverage is delivered 7 days a week. During the COVID-19 pandemic, through redeployment of staff, increased resident isolation was managed with enhanced one-to-one programming. The additional hours utilized during the pandemic provided a unique glimpse into the positive impact that additional Life Enrichment program support staff could have on resident health and well-being. Ongoing enhanced support is required to ensure that large group activities can be replaced with smaller, area-specific programming going forward, and that the positive impact on the health and well-being of residents observed during the pandemic can continue. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$228,000.
- **Personal Support Worker (PSW) Coordinators \$280,000** for 3.0 FTEs to provide a dedicated resource at each of the Long-Term Care homes to deliver support to the PSWs by assisting in the review of care assignments, workload issues, communication, new resident admissions, change initiatives, onboarding and other support. PSWs are frontline caregivers, comprising the largest staff group in the Services for Seniors division, and these new positions will ensure a coordinated approach to providing consistent training, knowledge, and change management support. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$83,000.

Equity, Diversity and Inclusion

- **Manager of Equity, Diversity and Inclusion \$339,000** – A Manager of Equity, Diversity and Inclusion is required to support the organization in work regarding anti-black racism, discrimination and Indigenous Relationship Building, and will provide leadership to work underway to achieve long-term, ongoing improvements, based on equity, inclusion and collaboration. This will include initiating cross departmental working groups, performing policy review and development, investigating internship and mentorship programs and setting up educational opportunities. In addition, work will be undertaken to build meaningful and lasting relationships with First Nations and Indigenous people, including: emphasis on cultural capacity training and Indigenous ways of knowing, commemoration and recognition. Professional services will be engaged with expertise in anti-black racism, Indigenous relationships and other expertise as required.

Digital and Workplace Transformation

- **Enterprise Architecture Strategist \$165,000** to plan, design and support the implementation of technology capabilities that enable the delivery of many of the actions in the 2019-2022 Strategic Business Plan, ensuring proper planning and visioning to offer connected services to residents through digital channels, reduced costs, reduced time and coordinated effort to integrate the independent systems.
- **Manager of IT Security and System Integration \$164,000** to lead the implementation of IT security architecture leveraging the Region's existing and future state security technology and controls, and the Region's Cybersecurity Strategy and manage the day to day operation of security systems and tools. This position will also advise the establishment and monitoring of security protocols and policy reporting.
- **Senior Systems Analyst \$132,000** to become a leading role for software implementation, upgrades & updates, and support for Payroll and SAP SuccessFactor applications. Halton has successfully implemented internal Payroll and SAP SuccessFactor TRAKS applications, and in addition, has begun

the implementation of a new Recruitment and Onboarding solution from SAP SuccessFactor. This position will provide application support and lead the ongoing implementation of system improvements for Payroll and SuccessFactor modules.

- **Systems Analyst \$121,000** to provide system administration, upgrades & updates, and support for the HANSEN application, which is a critical application with in-depth customization that is highly integrated with the SAP financial application, Geographic Information System (GIS) and Siebel Customer Relationship Management (CRM) systems. To ensure support is provided for system administration, troubleshooting, performance monitoring, and applying regular updates and upgrades ensuring the reliability of the system, an additional Systems Analyst is required. The position will provide support to, and be recovered from, the rate-supported operating budget.
- **Network Analyst \$121,000** to monitor and analyse network performance across the Region's Local Area Network, Wide Area Network, and wireless infrastructure. With the growth in the Region's Voice and Data network, and rapidly evolving changes in connectivity, there is increased complexity and support challenges to ensure that network performance is stable and secure. This additional Network Analyst will plan, implement, replace and support critical network infrastructure components, supporting growth in Regional infrastructure. This position will also support significant enterprise projects enabling digital transformation, including the Advanced Meter Infrastructure and Advanced Traffic Management System projects.
- **Employee Engagement & Development Advisor \$133,000** – The COVID-19 pandemic necessitated the immediate change to alternate work models with staff working from home on a much more frequent basis. This change increased the need to directly engage with employees to provide wellness support and altered the approach to accomplish this. This position will deliver engagement and wellness programming at a level that is consistent with the need of the organization, ensuring staff engagement and alignment with the culture of the Region, continued productivity and staff retention.
- **HR Policy Advisor \$133,000** to provide policy advice, legislative and governmental monitoring, as well as project management in the development of corporate policies and plans to address and remain current with governmental and legislative priorities and changes. With the increasingly complex and rapidly changing legislative and policy landscape, this role will ensure that the Region remains legislatively compliant, is able to proactively address future changes, and that policies are reviewed against developing best practices to retain and continue to attract top talent.
- **Disability Management Advisor \$133,000** – With disability claims increasing in complexity and duration, the addition of a Disability Management Advisor will ensure that disability management supports continue to be provided to the organization at the needed level, ensuring employees are supported to return to work in a safe and timely manner, legislative compliance and consistency is provided in the handling of claims, and that organizational needs are continuously met.

Provincial Funding

- **Children's Services Fee Subsidy \$1.0 million** investment is required to maintain the current number of subsidized child care spaces due to provincial funding reductions. The child care fee subsidy program provides subsidies for eligible families to assist with the cost of child care. In 2019, there was an average of 2,628 subsidized child care spaces, an increase of 241 compared to 2018. Without this investment, there would be a reduction of 116 subsidized childcare spaces from the level in the 2020 budget.

State-of-Good-Repair of the Region's Assets

- **Senior Strategic Sourcing Specialist \$133,000** to meet the changing legislative and market demands, and growth of all Regional programs, the addition of a Senior Strategic Sourcing Specialist will lead and execute complex procurements for Region-wide goods and services and support the increasing

demand of procurement requests, assist in the creation of improved processes and procedures, and support a best practice review to ensure the Region continues to provide goods and services at desired levels of service.

- **Building Operator II \$73,000** to support and assist the Facilities Services section of the Energy, Fleet and Facilities division, ensuring the timely and accurate performance of day-to-day preventative and routine maintenance requirements of the Post Inn Village Long-Term Care home, while maintaining all building systems and functions in accordance with the guidelines of the Ministry of Long-term Care (MLTC). This position will work as part of a unit to perform preventative, predictive, and routine maintenance tasks, and will ensure safe and healthy environments for the residents as per the MLTC guidelines.
- **Facilities Services Clerk \$79,000** – As a result of growth in the number of facilities and corresponding increased workload associated with program delivery, this position will ensure timely and accurate payment to vendors for goods and services received through the implementation and management of an effective accounts payable program within Facilities Services.
- **Project Manager I – Regulatory Compliance \$123,000** to be responsible for the development of efficient and effective processes for the delivery of Energy, Fleet & Facilities related services, including continuous improvement, and the development and implementation of comprehensive compliance strategies to ensure the ongoing adherence to relevant Acts and Regulations related to facilities management. This investment will ensure efficient, reliable and effective service delivery, process improvements that reduce risk through improved planning, increased preparedness and business continuity in response to situations and emergencies.
- **Road Operations Coordinator \$129,000** to oversee and manage storm sewer infrastructure, ensuring that the Regional Storm System is operated and maintained in a state-of-good repair through an Asset Management Program.

Comprehensive Housing Strategy (CHS)

- **Manager of Housing Action Team \$167,000** to lead and facilitate through strategic oversight and operational direction implementation of the Comprehensive Housing Strategy 2014 - 2024 – Five Year Review approved by Council in 2019. This position will work with community sector partners and stakeholders to analyze opportunities and position new assisted rental housing projects for capital funding from Halton Region and/or leverage senior levels of government funding to create new assisted housing rental units for the benefit of local residents. This position will be funded through the CHS Assisted Housing Development capital budget.

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

- **Halton Region Community Investment Fund (HRCIF) \$500,000** – In 2020, a wide range of programs have been funded to support the health, safety and well-being of the Halton community. This includes programs to address the needs of children, youth and older adults; strengthen food security among residents with low incomes; enhance mental health; strengthen equity and inclusion; and address the small capital needs of community agencies. The fund played a key role in meeting the needs of vulnerable population to respond to the initial impact of the COVID-19 pandemic and continues to respond to a wide range of emergent issues. This includes supporting the work of the Halton Equity and Diversity Roundtable, continued investment in initiatives that are addressing Community Safety and Well-Being (CSWB) planning priorities, and grants that are strengthening how the Halton Regional Police Service and community partners work together to respond to vulnerable populations. An increased investment of \$500,000 in the HRCIF will support Halton Region to continue to meet new and emerging community needs, pivot to virtual models of service delivery, respond to public health directives from the pandemic, and address CSWB issues.

Prevent and Respond to Homelessness

- **Manager of Homelessness and Supportive Housing \$163,000** to manage external relationships with over 30 community agencies responsible for the delivery of critical activities in the Region's homelessness system, as well as provide oversight for data collection, policy analysis, compliance reviews, budgeting and agency agreements. This position will ensure that increasingly complex provincial reporting needs are met, that the Region continues to fully utilize all available funding, and will provide greater visibility at provincial/federal and broader sector tables on homelessness to facilitate successful strategic advocacy and ensure Halton Region's needs are met. This position utilizes provincial Community Homelessness Prevention Initiative funding to convert a temporary position into a permanent position, with no net tax impact.

Paramedic Services

- **Education Superintendent \$144,000** – To address pressures related to growth in the Paramedic Services division, an additional Education Superintendent is required to support program development and delivery of all training, including continuing medical education to all paramedics and management staff, managing return to work certification, providing remedial training as a result of quality assurance activities, developing and providing training for new equipment, ensuring compliance with Ministry of Health Certification Standards, as well as coordinating and overseeing advanced care paramedic training and paramedic college mentorship programs. This investment includes provincial funding based on the current funding model, for a net tax impact of \$72,000.
- **Payroll & Scheduling Coordinator \$87,000** – As the Paramedic Services division continues to grow and scheduling processes are becoming increasingly complex, an additional Payroll & Scheduling Coordinator will play a key role in ensuring that ambulances are staffed at all times, while minimizing the use of overtime. This position will provide support to the Scheduling and Payroll program ensuring accurate scheduling and efficient use of resources, and reduce the administrative burden on Superintendents which will provide more capacity to manage operations. This investment includes provincial funding based on the current funding model, for a net tax impact of \$43,000.
- **Administrative Coordinator \$86,000** to address pressures related to providing administrative support resulting from growth in the Paramedic Services division. As the division continues to grow, the volume of work continues to increase, without a dedicated resource to provide administrative support for financial functions. The Administrative Coordinator will ensure the efficient and accurate processing of financial transactions to meet deadlines, avoid late payments, and reduce overtime. This investment includes provincial funding based on the current funding model, for a net tax impact of \$43,000.

Climate Change Response

- **Manager of Climate Change Response & Sustainability \$336,000** – A Manager of Climate Change Response & Sustainability is required to lead efforts in establishing and supporting the implementation of Halton Region's climate response plan, and will serve as the key point of contact to collaborate with departments within the Region and support relationships with key municipal and community partners. Professional services dollars will be used to develop a Climate Change response, seeking professional expertise in the field of climate change science, research, facilitation and community partnerships.

10-Year Tax Operating Budget Forecast

The 2021 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 2020 budget, and was prepared based on the following key assumptions:

- General inflation of 2.0%; where applicable
- Interest on reserves of 3.0%
- Debt financing rate of 5.0%
- Capital expenditures based on financing plan for the Capital Budget
- Assessment growth of 1.7-1.8% per year
- Provincial subsidies to follow current funding formulas

Growth Assumptions

Given the uncertainty around the impacts of COVID-19 on development, there is a risk of not achieving the 1.7% assessment growth target in 2021, however any potential shortfall in assessment growth is anticipated to be temporary in nature. Current assessment growth in the 2021 budget is estimated to be 1.7% with 1.7%-1.8% assessment growth included in the 2022-2030 forecast period. Any growth realized over or under the provision in the budget (1.7%) will be transferred to or from the Tax Stabilization reserve, on a one-time basis. Moderate growth will also impact supplementary taxes which are budgeted at \$6.5 million.

Provincial Subsidies

There continues to be uncertainty in Provincial funding levels resulting from the significant financial challenges facing the Province, and impacts that are still not known specifically related to funding models and programs that the Province has communicated will be changing, or are currently under review including the Children's Services funding model, Ontario Works cost of administration funding, service delivery of Employment Ontario programs, and the structure of Public Health and Paramedic Services in the Province. The 2020 Provincial budget that was released on November 5th includes a committed focus on protecting the health and safety of the people during the COVID-19 pandemic, with a plan over a three-year period to protect, support, and recover from the pandemic. It includes continued support in the Healthcare sector to help contain and prevent COVID-19. Further details will be available when confirmed funding allocations have been received. Continued support from the Provincial Government is essential for Halton Region to continue responding to the COVID-19 pandemic and provide critical program enhancements that will support the long-term health and safety of residents.

As discussed earlier, the subsidy budgeted for many programs does not keep pace with the increase in costs and demands for services. There is continued pressure in the forecast period due to cost-share changes and reductions anticipated in provincial funding. For Public Health, the funding model has changed from the previous 100% and 75% cost-share model to 70% in 2020, with further changes possible as the model is under review. For Paramedic Services, the latest funding formula provides an increase for program growth, but not inflation. For Children's Services, there is ongoing risk surrounding the level of funding commitment and changes to funding formulas. Funding for the cost administration of the Ontario Works program has been frozen, and is expected to continue to be frozen, or possibly reduced in future years. The increased cost for providing services for Seniors at the Region's Long-Term Care homes, with increasing medical and behavioural complexities, is not met with equivalent increases in funding, with funding for Case Mix Index (CMI) provided at only 92.7% of the calculated care needs of residents in 2020. Using the latest information available, these funding assumptions have been reflected in the 2021 budget and forecast.

COVID-19 Long-Term Impacts

It is anticipated that many pressures related to COVID-19 will continue in 2021 such as maintaining service levels in Public Health while continuing to respond to COVID-19, maintaining increased infection control measures in Long-Term Care, meeting increased demand for Ontario Works and discretionary program support

as Canada's COVID-19 Economic Response Plan supports expire, and addressing capacity issues in Homelessness programs. In addition, it is anticipated that there will be ongoing costs for personal protective equipment, technology, and additional cleaning and disinfecting costs. While there are still many unknown variables including the duration of the pandemic and recovery, the 2021 budget plans for a continued response to COVID-19. These costs have been largely offset in the 2021 budget through additional provincial COVID-19 funding confirmed or anticipated, and through funding anticipated to be carried-forward from the Safe Restart Agreement Phase 1 funding. These one-time impacts have not been carried through the forecast period, and will need to be assessed through 2021 as the pandemic continues to evolve. The strategic investments proposed in the 2021 budget in critical program enhancements continue through the forecast to support the health and well-being of Halton residents through the COVID-19 pandemic and beyond.

Cost Increases

The forecast generally assumes a 2.0% rate of inflation. There continues to be considerable uncertainty on the future of inflation given the severe and adverse effects of the COVID-19 pandemic. Staff reviewed the various economists' research from the 7 major Canadian banks and, based on this review, have found that they are currently forecasting the annual Canadian inflation in a range of 1.0% to 2.0%, with an overall average of 1.7% for 2021. The forecasting is dependent on how quickly the economy recovers from the COVID-19 pandemic and the timing and strength of the recovery. The Bank of Canada's inflation control target remains at 2.0%, which is the midpoint of the Bank's 1.0% to 3.0% target range. Economic conditions can have a significant effect on the future cost impacts. In addition, many programs rely on commodities and services where prices are market-driven and not tied to inflationary increases.

The 10-year Operating Forecast has been prepared to maintain the tax impact close to inflation for Regional services. The forecast reflects current services and 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, however any new capital requirements can impact the forecast. The 2021 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, LPS17-18, LSP47-19, ST-01-20);
- Museum Master Plan (LSP62-14);
- Solid Waste Management Strategy (PW-22-17, PW-12-18);
- Comprehensive Housing Strategy (SS-21-13, SS-19-19/LPS86-19);
- Halton's Early Learning and Child Care Plan 2016-2020 (SS-02-17);
- Regional Advanced Traffic Management System (ATMS) (PW-10-18).

The following table sets out the 10-year Operating Forecast for tax-supported services. The financing plans will be further refined through the annual budget process to achieve tax increases at or below the rate of inflation for Regional services, consistent with Council priorities. The increases as per the Police Services budget forecast are 3.7%-4.8% for the years 2022–2025 before assessment growth.

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

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
\$000s	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Healthy Families	\$ 4,593	\$ 4,986	\$ 5,344	\$ 5,795	\$ 6,203	\$ 6,629	\$ 7,068	\$ 7,525	\$ 8,004	\$ 8,498
Health Protection	4,528	4,914	5,284	5,728	6,132	6,551	6,983	7,434	7,905	8,390
Healthy Schools & Communities	4,000	4,365	4,705	5,117	5,486	5,871	6,267	6,681	7,113	7,558
Infectious Disease Control	4,331	4,722	5,067	5,476	5,850	6,239	6,641	7,060	7,498	7,950
Paramedic Services	22,482	25,061	28,494	30,674	34,200	37,710	40,670	44,557	48,343	51,250
Children's Services	11,943	12,733	13,505	14,372	15,193	16,040	16,911	17,809	18,738	19,691
Employment & Social Services	6,968	7,291	7,570	7,945	8,279	8,627	8,986	9,360	9,752	10,156
Housing Services	36,359	37,225	38,822	39,737	40,678	41,608	42,574	43,566	44,593	45,548
Human Services Planning & Program Support	8,381	8,545	8,701	8,891	9,062	9,239	9,423	9,614	9,815	10,021
Services for Seniors	19,598	20,386	21,154	21,994	22,801	23,650	24,534	25,464	26,447	27,468
Planning Services	12,151	12,522	12,929	13,419	13,855	14,307	14,770	15,251	15,752	16,266
Economic Development	3,845	4,776	4,899	5,052	5,186	5,325	5,469	5,618	5,775	5,937
Waste Management	44,274	45,613	47,050	48,705	50,372	52,043	53,765	55,608	57,508	59,484
Roads Operations	58,004	58,894	60,042	61,231	62,179	63,400	64,643	65,411	66,205	67,524
Non-Program & Fiscal Transactions	32,262	33,550	34,897	35,863	36,352	37,040	38,188	38,881	39,690	41,688
Boards & Agencies	12,129	12,551	13,019	13,524	13,999	14,547	15,128	15,714	16,328	16,731
Region:										
Net Expenditures	\$ 285,847	\$ 298,134	\$ 311,482	\$ 323,522	\$ 335,826	\$ 348,826	\$ 362,018	\$ 375,553	\$ 389,468	\$ 404,160
Regional Net Expenditure Change	3.2%	4.3%	4.5%	3.9%	3.8%	3.9%	3.8%	3.7%	3.7%	3.8%
Region Tax Impact (after assessment growth)	1.5%	2.6%	2.6%	2.0%	2.1%	2.1%	2.0%	2.0%	2.0%	2.0%
Halton Regional Police Service:										
Net Expenditures	\$ 168,832	\$ 175,051	\$ 181,760	\$ 190,468	\$ 199,444					
Police Net Expenditure Change	4.2%	3.7%	3.8%	4.8%	4.7%					
Police Tax Impact (after assessment growth)	2.5%	2.0%	2.0%	2.9%	3.0%					
Region Including Police:										
Net Expenditures	\$ 454,680	\$ 473,186	\$ 493,243	\$ 513,990	\$ 535,270					
Regional Net Expenditure Change (Includes Police)	3.6%	4.1%	4.2%	4.2%	4.1%					
Region Including Police Tax Impact (after assessment growth)	1.8%	2.3%	2.4%	2.4%	2.4%					
Assessment Growth Assumption	1.7%	1.7%	1.8%	1.8%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%

Tax Budget Forecast as projected in the 2020 Budget

Region Tax Impact (after assessment growth)	2.4%	2.6%	2.6%	2.0%	2.2%	2.2%	2.2%	2.2%	2.2%
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Tax Capital Budget & Forecast Overview

The table below provides a summary of the 2021 10-year tax capital program, including the Police capital program. The 10-year total is \$2.2 billion, with \$202.3 million allocated for 2021. Of the 2021 provision of \$202.3 million, \$6.2 million relates to the Police program and the remaining is attributed to Regional programs. It should be noted that the 10-year growth-related capital program has been prepared based on the principles and financial measures established under the current Development Financing Plan (FN-46-19/PW-50-19/LPS112-19). As discussed in the Executive Summary, since the approval of the current Development Financing Plan, a number of projects have progressed through the design stage and are projecting an increase in costs. The increases are predominately driven by land acquisition and higher than anticipated construction costs.

2021 Capital Budget & Forecast											
Summary of Tax Capital Budget & Financing (\$000s)											
	Gross Cost	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Program Expenditures											
Transportation	\$ 1,725,242	\$ 166,465	\$ 159,036	\$ 94,315	\$ 226,833	\$ 242,068	\$ 243,275	\$ 180,069	\$ 118,362	\$ 137,766	\$ 157,053
Planning	166,385	12,820	17,515	35,720	14,460	12,720	21,470	13,720	13,220	12,220	12,520
Waste Management	44,860	1,123	1,868	13,247	1,453	3,180	898	15,870	5,032	1,470	719
Energy, Fleet and Facilities	76,430	6,598	4,153	3,669	32,862	3,707	4,043	4,193	6,725	3,676	6,804
Information Technology	50,878	6,349	4,757	4,984	5,455	5,090	4,444	4,869	5,286	5,397	4,248
Paramedic Services	36,043	1,361	2,118	4,877	5,224	2,720	2,418	3,849	3,270	2,609	7,597
Economic Development	8,000	-	8,000	-	-	-	-	-	-	-	-
Services for Seniors	6,620	650	650	650	650	650	650	650	650	650	770
Capital & Dev't Financing	4,678	610	305	305	305	814	610	305	305	305	814
Public Health	323	-	68	51	51	17	34	17	-	34	51
Children's Services	500	50	50	50	50	50	50	50	50	50	50
Communications & Customer Service	30	-	-	-	15	-	-	-	-	15	-
Police	60,852	6,239	10,037	7,404	5,938	7,515	5,218	5,900	4,200	4,200	4,200
Total	\$ 2,180,841	\$ 202,265	\$ 208,557	\$ 165,272	\$ 293,296	\$ 278,531	\$ 283,110	\$ 229,492	\$ 157,100	\$ 168,392	\$ 194,826
Financing											
Tax Reserves	\$ 1,225,496	\$ 131,794	\$ 125,353	\$ 112,042	\$ 169,806	\$ 156,365	\$ 139,639	\$ 129,124	\$ 77,420	\$ 82,325	\$ 101,628
Rate Reserves	12,294	378	1,062	515	7,855	437	482	494	445	361	265
Dev't Charges - Resid.	931,559	69,692	78,515	50,019	114,819	120,910	142,034	99,350	78,692	85,239	92,289
Dev't Charges - Non Res.	5,820	344	511	599	758	763	898	467	486	410	586
External Rcvry/Other	572	57	57	57	57	57	57	57	57	57	57
Debentures	5,100	-	3,060	2,040	-	-	-	-	-	-	-
Total	\$ 2,180,841	\$ 202,265	\$ 208,557	\$ 165,272	\$ 293,296	\$ 278,531	\$ 283,110	\$ 229,492	\$ 157,100	\$ 168,392	\$ 194,826

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

2021 Tax Capital Budget

The 2021 Tax Capital Budget of \$202.3 million has increased \$14.4 million (7.7%) from the 2021 forecast in the 2020 budget, and the key drivers are:

- \$15.5 million increase in the Transportation program mainly due to the construction increase related to Trafalgar Road Widening and Dundas Street Widening.
- \$1.6 million decrease in the Energy, Fleet and Facilities Program mainly due to the deferral of the Paramedic Services Headquarters and Public Works Operations Centre expansion

The section below highlights the 2021 Tax Capital Budget and changes from the 2021 forecast included in the 2020 budget:

- **\$166.5 million 2021 Transportation capital program** is \$15.5 million higher than the 2021 forecast included in the 2020 budget. This is mainly due to land acquisition and construction increases related to Trafalgar Road Widening from Steeles Avenue to No. 10 Side Road (\$40.4 million) and construction increases for Dundas Street Widening (\$24.4 million) which was offset by two grade separations on Trafalgar Road that are being reprogrammed as part of the Trafalgar Road widening from 2 to 4 lanes from No. 10 Side Road to Hwy 7.
 - \$44.2 million for Trafalgar Road – widening 2 to 4 lanes from Steeles Avenue to No. 10 Side Road, widening from 4 to 6 lanes from Britannia Road to Steeles Avenue including Hwy 401 structure and grade separation north of Maple Avenue and south of Hwy 7
 - \$43.4 million for Dundas Street – \$40.8 million for utilities and construction of 4 to 6 lanes from Guelph Line to Northampton and \$2.6 million for design and utilities between Halton/Hamilton Boundary and Guelph Line
 - \$12.3 million for Road resurfacing and related works
 - \$11.4 million for Guelph Line – resurfacing and reconstruction from Colling Road to Britannia Road and from No. 20 Side Road to 32 Side Road
 - \$10.4 million for Tremaine Road – widening 2 to 4 lanes from Dundas Street to Lower Base Line
 - \$9.0 million for Regional Road 25 – widening 2 to 4 lanes from No. 5 Side Road to No. 10 Side Road and 4 to 6 lanes from Speers Road to Hwy 407 and from Britannia Road to Derry Road
- **\$12.8 million 2021 Planning capital program** has remained unchanged from the 2021 forecast included in the 2020 budget. Included in the 2021 expenditures is \$1.5 million to support the LPAT & other hearings and \$1.7 million for the Burlington Beach Property acquisition.
- **\$1.1 million 2021 Waste Management capital program** is \$0.2 million higher than the 2021 forecast included in the 2020 budget mainly due to increased costs for the internal road upgrades and surfacing required to keep the landfill site accessible and safe.
- **\$6.6 million 2021 Energy, Fleet and Facilities capital program** is \$1.6 million lower than the 2021 forecast included in the 2020 budget due to the deferral of the Paramedic Services Headquarters and Public Works Operations Centre expansion and extended lifecycle replacement requirements at the Halton Regional Centre and other Regional facilities based on ongoing preventive facility maintenance activities offset by the \$5.0 million cost increase associated with the Regional Accommodation Plan project.
- **\$6.3 million 2021 Information Technology capital program** is \$0.6 million higher than the 2021 forecast included in the 2020 budget due to deferrals of the replacement software projects, and Growth Licensing projects offset by increases to the Office365 Collaboration Tool Migration, Human Resource

Information System – Success Factors, Replacement Servers & Network, and IT Security Systems projects. This program includes ongoing life cycle replacement of IT assets, including software licensing, software and hardware upgrades/replacements.

- **\$1.4 million 2021 Paramedic Services capital program** is \$0.7 million lower than the 2021 forecast included in the 2020 budget due to deferrals of enhancement ambulances, defibrillators and power cots/lift systems.
- **\$0.7 million 2021 Services for Seniors capital program** is unchanged from the 2021 forecast included in the 2020 budget. This includes projects to support equipment replacement at the Long-Term Care facilities.
- **\$0.7 million 2021 Other capital program** is unchanged from the 2021 forecast included in the 2020 budget. This includes projects to support Economic Development, Children’s Services and Capital & Development Financing.
- **\$6.2 million 2021 Police capital program** is \$0.5 million higher than the 2021 forecast included in the 2020 budget due to increases in Technology and Fleet costs offset by reductions in Operating Equipment and Facility costs.

The following table summarizes the 10 largest tax capital projects budgeted for 2021. These projects account for 78.3% (\$158.3 million) of the \$202.3 million total cost in 2021.

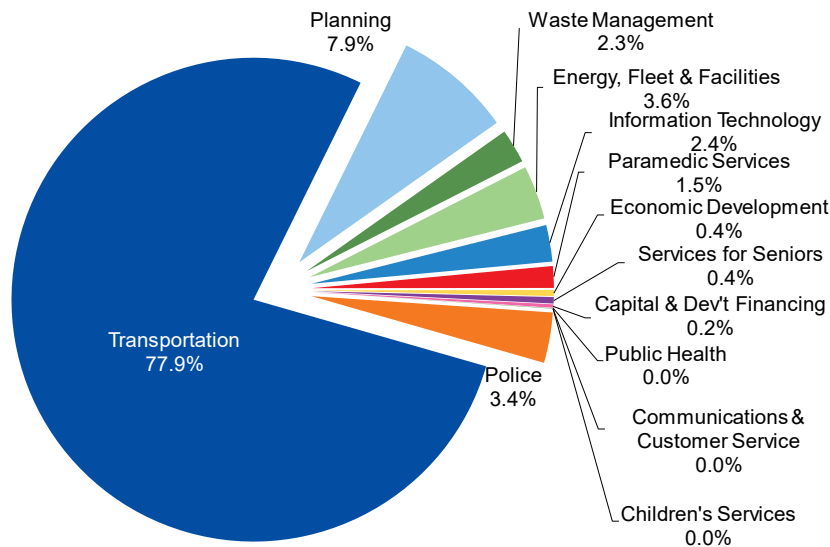
2021 Capital Budget & Forecast		
Top 10 Largest Tax Capital Expenditures in 2021 (\$Millions)		
Program	Project Descriptions	Cost
Roads	Trafalgar Road - Widening and Grade Separation	\$ 44.2
Roads	Dundas Street - Widening	43.4
Roads	Road Resurfacing & Related Works	12.3
Roads	Guelph Line Resurfacing/Reconstruction	11.4
Roads	Tremaine Road - Widening	10.4
Planning	Assisted Housing Development	9.4
Roads	Regional Road 25 - Widening	9.0
Roads	Traffic Signals & Intersections	7.1
Roads	Ninth Line - Widening	6.1
Energy, Fleet & Facilities	Accommodation Strategy - Phase 2	5.0
Total		\$ 158.3

Schedule may not add due to rounding.

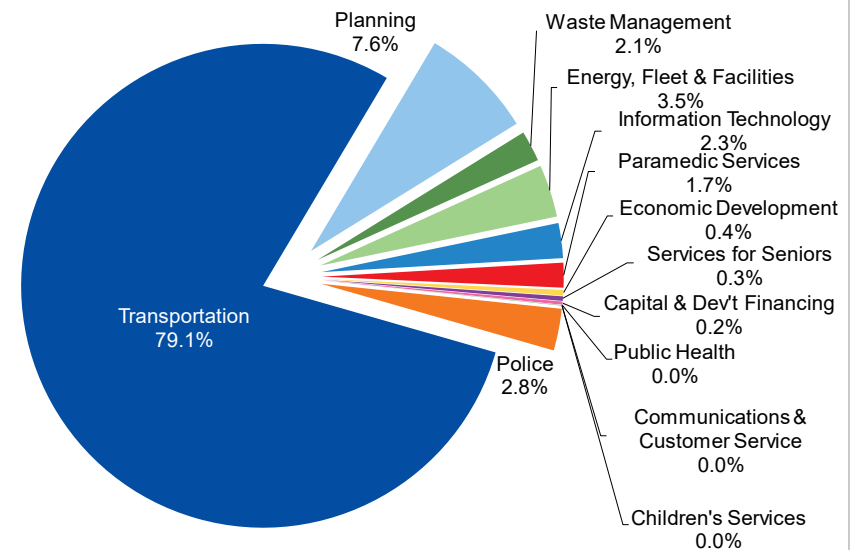
10-Year Tax Capital Budget & Forecast

The following charts provide a breakdown of the 2021 Tax Capital Budget and forecast compared to the 2020 Budget and Forecast.

2020-2029 Total Tax Capital Expenditures: \$2.0B



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



The 2021 10-year tax capital program (2021 to 2030) totals \$2.2 billion. This is \$137.9 million (6.8%) higher than the 2020 program, due mainly to a \$134.8 million increase in Transportation. Details of the 2021 Capital Budget and the 10-year Forecast (2021-2030) are contained in the Capital Report.

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

- \$1.7 billion 10-year Transportation capital program** continues to be the most significant portion of the 2021 10 year tax capital program and consists of \$1.3 billion for the Development-related program and \$414.3 million for the State-of-Good-Repair program (Non-development). The 10-year program in 2021 is \$134.8 million higher than the 2020 program and reflects the infrastructure staging plan, Public Works Asset Management Plan and cost updates based on EAs and design work. The cost increases are predominately driven by land acquisition and higher than anticipated construction costs. The 10-year program provides significant road widening, grade separations, noise attenuation barriers, storm pump stations and road resurfacing program initiatives.

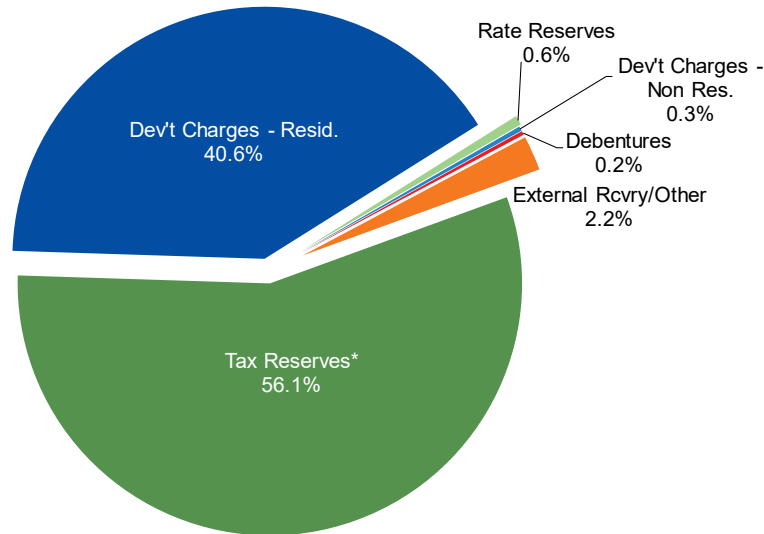
The 10-year program includes:

- \$256.1 million for Trafalgar Road
 - \$206.0 million for Regional Road 25
 - \$143.0 million for Tremaine Road
 - \$137.0 million for Steeles Avenue
 - \$127.1 million for Upper Middle Road
 - \$113.9 million for James Snow Parkway
 - \$110.0 million for Roads Resurfacing Program and Related Works
 - \$93.4 million for Dundas Street
-
- **\$166.4 million 10-year Planning capital program** is \$4.7 million higher than the 2020 program mainly due to an increase of \$5.9 million in the Burlington Beach Master Plan implementation costs offset by a decrease of \$4.5 million to LPAT & Other Hearing costs.
 - **\$76.4 million 10-year Energy, Fleet and Facilities capital program** is \$2.9 million higher than the 2020 program; this is primarily driven by the increased costs associated with the Regional Accommodation Plan project and extended lifecycle replacement requirements at the other Regional facilities based on ongoing preventive facility maintenance activities.
 - **\$44.9 million 10-year Waste Management capital program** is \$1.8 million lower than the 2020 program mainly due to the HWMS Optimization Implementation project moving to the constructions stage in 2020.
 - **\$50.9 million 10-year Information Technology capital program** is \$1.0 million higher than the 2020 program mainly due to increased state-of-good-repair infrastructure costs based on lifecycle replacement. 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 Human Resource Information System – Success Factors, Emergency Mass Notification System, and WorkForce Management.
 - **\$36.0 million 10-year Paramedic Services capital program** is \$6.4 million higher than the 2020 program mainly due to additional funding required for the replacement of vehicles.
 - **\$6.6 million 10-year Services for Seniors capital program** is \$2.2 million lower than the 2020 program mainly due to the construction proceeding for the Production Kitchen at Allendale and the receiving kitchen at Post Inn Village.
 - **\$13.5 million 10-year other capital programs** include projects to support Economic Development, Children’s Services and Capital & Development Financing.
 - **\$60.9 million 10-year Police capital program** is \$7.9 million lower than the 2020 program mainly due to reductions in Technology, Radio Trunking and Specialized Equipment project costs offset by increases in Vehicle costs to support the lifecycle replacement.

10-Year Tax Capital Financing

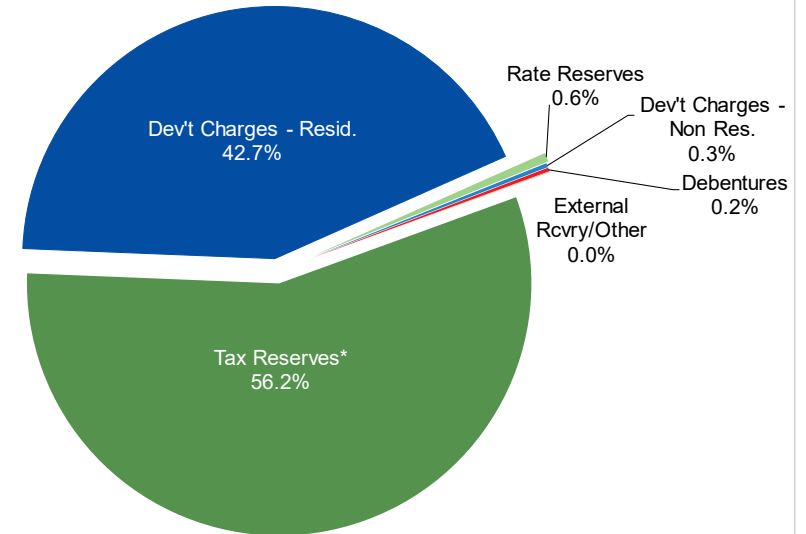
The following charts provide the financing structure for the 2021 Tax Capital Budget and forecast compared to the 2020 budget.

2020-2029 Total Tax Capital Financing: \$2.0B



*Includes interim financing of development related expenditures

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



*Includes interim financing of development related expenditures

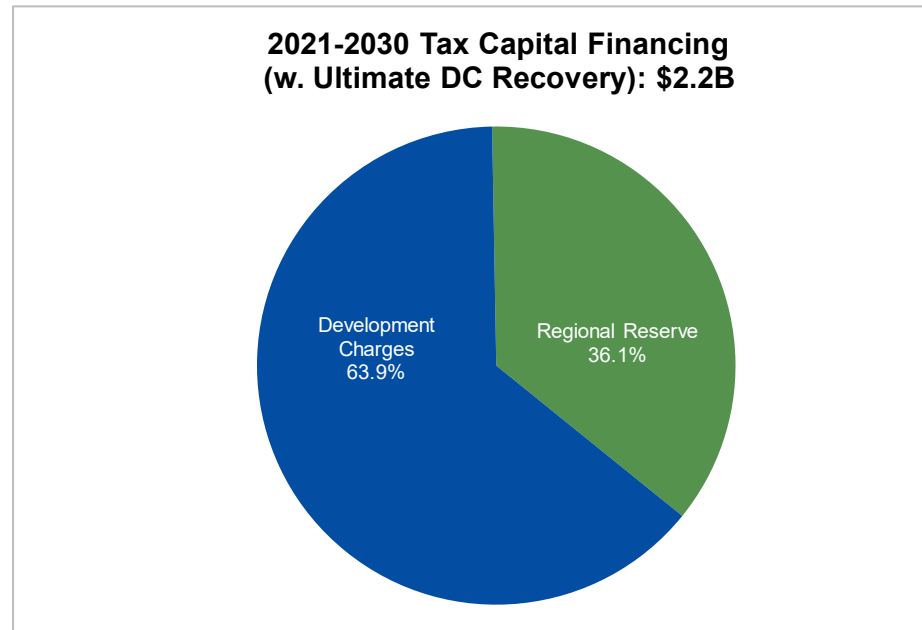
As shown in the charts above, DCs (43.0%) and the Tax Capital Reserves including contributions from the Operating Budget and Gas Tax funding (56.2%), continue to be the main sources of financing for the 2021 10-year tax-supported capital program.

The goal of the financing strategy for the tax capital program is to utilize tax reserves (including Gas Tax) for ongoing/recurring lifecycle costs and replacement of existing assets. The tax reserves are replenished by contributions from the operating budget, interest earnings and year-end surplus distribution. As noted earlier, in order to address the rising State-of-Good-Repair capital program needs based on Public Works Asset Management Strategy (PW-28-17) and updated costs, the operating transfer for the Transportation State-of-Good Repair capital program related to Road Resurfacing has been increased by \$250,000 from the 2020 budget.

The Tax Capital Reserve is also utilized to provide interim financing for the non-residential growth share of the Transportation Capital Program in accordance with the Development Financing Plan (FN-46-19/ PW-50-19/ LPS112-19), which is the framework being utilized to develop the 2021 budget. This strategy supports the Region's economic objectives and ensures that the capital program is sustained with manageable operating impacts and a minimum requirement for external debt financing. By the end of 2020, the Region's investment from the Tax Capital Reserve is anticipated to be \$161.0 million. This Regional investment will be fully recovered (including interest) from the collection of DCs as non-residential development proceeds in the future.

Residential DC's are used to fund all of the capital costs serving residential growth in accordance with the Development Financing Plan (FN-46-19/ PW-50-19/ LPS112-19). The 2021 Budget and Forecast includes a total of \$5.1 million in debt financing over the next 10-years to accommodate the new District 1 in Georgetown and Milton of which \$1.6 million relates to growth. Debt is issued mainly for major upgrade/replacement and capacity expansion infrastructure where required. Debt used to finance growth-related costs such as the Police Facility will be recovered from future DCs as noted above.

The following chart illustrates the ultimate funding shares when the Region's interim financing provided for non-residential growth infrastructure (e.g. Transportation) as well as debt issued for the Police facility program are recovered from future DCs as discussed above. Out of the total \$2.2 billion, \$783.6 million (36.1%) is related to the State-of-Good-Repair capital program and the balance of \$1.4 billion (63.9%) is related to servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (63.9%) and the state-of-good-repair program will be funded by the reserves (36.1%) supported by tax.



Halton Region

Budget and Business Plan

2021

Health

Health Department

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

Budget Impacts

The 2021 Health department budget reflects a net increase of \$1.1 million, or 2.7% over the 2020 budget, comprised of a \$932,000 increase in Public Health and \$123,000 in Paramedic Services. The Public Health budget includes strategic investments for an additional 7.0 FTEs; 1.0 FTE Infection Control Coordinator, 1.0 FTE Data Analyst and 5.0 FTEs in Infectious Disease Control to address increased needs for prevention and control of infectious diseases, particularly COVID-19, as required by the Ontario Public Health Standards. Provincial funding is anticipated, but not yet confirmed, for the strategic investments based on the current cost-share level. Funding has been committed by the Ministry of Health for the provincial School-Focused Nurses Initiative to allow for an additional 28 temporary nurses to provide support to Halton school boards and schools in facilitating public health and preventative measures related to the COVID-19 pandemic for the 2020/2021 school year. Provincial funding is anticipated for \$2.8 million in Public Health costs related to the COVID-19 response in 2021, described below, but has not been confirmed. Subsidies for base-funded programs are anticipated to remain frozen at the 2020 funding levels for all programs including Healthy Babies Healthy Children (HBHC), Canada Prenatal Nutrition Program (CPNP), Ontario Seniors Dental Care Program (OSDCP) and Public Health cost-shared programs based on the latest funding allocations received from the Provincial and Federal governments.

The Paramedic Services budget includes strategic investments for an additional 3.0 FTEs to address pressures in the paramedic operations, with provincial funding anticipated based on the current cost-share model. Inflationary adjustments have been applied, where applicable, to maintain service levels, and an increase in base funding to reflect growth, but not inflation, has been included which reflects the current funding model.

The Health department budget includes \$5.1 million in temporary costs required to continue the COVID-19 pandemic response in 2021. Of this amount, \$1.5 million relates to the School-Focused Nurses Initiative, with funding committed by the Ministry of Health. In Public Health, \$2.8 million will be used to extend additional temporary staff support for 22 Public Health Nurses, a Manager and 2 Supervisors through 2021, as well as for other operational costs including courier services for vaccine deliveries, and hall rental costs as a contingency to provide immunizations in lieu of using schools. Provincial funding is anticipated for the \$2.8 million in additional temporary costs, but has not been confirmed. In Paramedic Services, \$811,000 in COVID-19 related cost pressures for personal protective equipment and station deep cleaning costs are projected to be required in 2021 with \$673,000 being funded through a one-time transfer from the COVID-19 Stabilization reserve, utilizing 2020 Safe Restart Phase 1 funding anticipated to be carried over into 2021.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Health Department								
Healthy Families	\$ 8,473	\$ 2,479	\$ 10,952	\$ (6,359)	\$ 4,593	\$ 4,474	\$ 119	2.7%
Health Protection	8,714	2,409	11,123	(6,595)	4,528	4,378	149	3.4%
Healthy Schools & Communities	9,316	1,871	11,187	(7,187)	4,000	3,771	229	6.1%
Infectious Disease Control	11,044	2,119	13,163	(8,832)	4,331	3,897	434	11.1%
Public Health Total	37,548	8,878	46,425	(28,973)	17,452	16,521	932	5.6%
Paramedic Services	34,809	8,695	43,504	(21,022)	22,482	22,359	123	0.6%
Total	\$ 72,357	\$ 17,573	\$ 89,929	\$ (49,995)	\$ 39,934	\$ 38,880	\$ 1,055	2.7%
2020 Budget	\$ 65,333	\$ 17,919	\$ 83,253	\$ (44,373)	\$ 38,880			
\$ Change	7,023	(347)	6,676	(5,622)	1,055			
% Change	10.7%	-1.9%	8.0%	12.7%	2.7%			
FTE					460.0	450.0	10.0	2.2%
Relief Hours					86,338.4	86,338.4	0.0	0.0%

Schedule may not add due to rounding.

As shown in the table below, the gross expenditures of the Public Health programs are increasing by \$5.6 million or 13.7%, primarily due to strategic investments for 7.0 FTEs, COVID-19 cost pressures and inflationary cost adjustments applied where applicable. The \$4.7 million increase in Subsidy Revenue is comprised of \$1.5 million in committed funding for the provincial School-Focused Nurses Initiative, and \$2.8 million in funding anticipated, but not yet confirmed, for costs required to continue the COVID-19 pandemic response in 2021. Funding anticipated, but not yet confirmed, of \$374,000 has also been included in the strategic investments which is reflective of the current cost-share level. As mentioned above, subsidy revenues for base-funded programs are anticipated to remain frozen at the 2020 funding levels in 2021 including Healthy Babies Healthy Children (HBHC), Canada Prenatal Nutrition program (CPNP), the Ontario Seniors Dental Care Program (OSDCP) and Public Health cost-shared programs based on the latest funding allocations received from the Provincial and Federal governments.

	2020	2021	Change	
	Approved Budget	Requested Budget	2021 - 2020	
Public Health				
Total Gross Expenditures	\$ 40,826	\$ 46,425	\$ 5,599	13.7%
Subsidy Revenue	(24,173)	(28,838)	(4,665)	19.3%
Other Revenue	(133)	(135)	(2)	1.5%
Net Program Expenditures	\$ 16,521	\$ 17,452	\$ 932	5.6%

Healthy Families

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

Budget Impacts

The 2021 budget reflects a net increase of \$119,000, or 2.7% over the 2020 budget. Without the change in allocation methodology for the governance-related costs discussed previously, the increase in Healthy Families would have been \$317,000 or 7.1%. Direct Costs are increasing by \$293,000 and include a strategic investment for a Data Analyst to support the Public Health Surveillance and Evaluation team, and as part of the COVID-19 response, and \$108,000 for temporary nurses to support the provincial School-Focused Nurses Initiative. Subsidies & Revenue are increasing by \$175,000, and include provincial funding anticipated, but not yet confirmed, for the strategic investment based on the current cost-share level, and funding committed from the Ministry of Health for the School-Focused Nurses Initiative. Subsidies for base-funded programs are anticipated to remain frozen at the 2020 level based on the latest funding allocations received from the province. Funding provided from the Ministry of Children, Community and Social Services for the Healthy Babies Healthy Children (HBHC) program and Federal funding for Canada Prenatal Nutrition Program (CPNP) are also anticipated to be held at the 2020 level.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Healthy Families								
Healthy Babies Healthy Children & Early Years	\$ 4,225	\$ 1,218	\$ 5,442	\$ (3,192)	\$ 2,251	\$ 2,213	\$ 37	1.7%
Healthy Living	2,645	758	3,404	(2,011)	1,393	1,381	12	0.9%
Public Health Surveillance & Evaluation	1,603	503	2,106	(1,156)	950	880	70	8.0%
Total	\$ 8,473	\$ 2,479	\$ 10,952	\$ (6,359)	\$ 4,593	\$ 4,474	\$ 119	2.7%
2020 Budget	\$ 8,181	\$ 2,477	\$ 10,658	\$ (6,184)	\$ 4,474			
\$ Change	293	2	294	(175)	119			
% Change	3.6%	0.1%	2.8%	2.8%	2.7%			
FTE					69.2	68.2	1.0	1.5%

Schedule may not add due to rounding.

Healthy Babies Healthy Children (HBHC) and Early Years

The Healthy Babies Healthy Children (HBHC) and Early Years programs have been temporarily merged.

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

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

Healthy Babies Healthy Children and Early Years services were significantly impacted by the COVID-19 response in 2020. Many staff were reallocated to the COVID-19 response, leaving fewer staff to provide usual services. Most HBHC services are normally provided through home visits. Most Early Years services are normally provided in-person at community settings. As noted in the table below, the level of service provision was reduced in 2020, and is also expected to be reduced in 2021.

The COVID-19 pandemic has, for many families, increased the need for Healthy Babies Healthy Children and Early Years services. Staff have been working to find ways to achieve program goals while minimizing the risk of COVID-19 transmission. Services are being transitioned to virtual approaches where possible.

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

Healthy Babies Healthy Children & Early Years	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Halton births screened postpartum	4,171	4,217	4,351	4,300	4,350
Number of Families Receiving Blended Home Visiting	274	285	368	250	300
Percent of Halton births screened postpartum	76%	78%	79%	80%	80%
Number of Days from HBHC Referral to Home Visiting Public Health Nurse Assignment	22	20	25	18	18
Number of Healthy Babies Healthy Children In-depth Assessments Completed	675	674	697	400	600
Number of Contacts with Halton Prenatal Nutrition Program	1,825	1,575	2,286	1,000	1,200
Number of Parent Participants in Parenting Groups Including Series and Single Sessions	10,228	11,808	10,531	3,200	5,000
Number of people reached through the online prenatal education program	768	1,354	1,186	1,500	1,500
Percent of Newborns Born to Halton Mothers Breastfeeding Exclusively Upon Discharge (or at 3 Days From Birth if a Home Birth)	58%	58%	62%	60%	60%

The 2021 budget for Healthy Babies Healthy Children and Early Years reflects a net increase of \$37,000 or 1.7% due to inflationary adjustments applied where applicable, partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

Healthy Living works with partners to reduce chronic diseases, preventable injuries and substance misuse in Halton. In 2020, much of this work was suspended because many staff were reassigned to various areas of the COVID-19 response. Healthy Living staff have supported COVID-19 communications, providing information for posting on Halton.ca and sharing with community partners, and ensuring that Call Centre staff have had current information to share with callers. The Healthy Living program also promotes healthy growth and development through social media (HaltonParents) and telephone support, with the HaltonParents Facebook page reaching 10,000 “likes” at the end of 2019. These services have continued through 2020, and have provided an important service to the community as families cope with COVID-19, with many other community services less available. As shown in the following table, Facebook “likes” and Twitter followers have continued to increase as families continue to demonstrate a preference for receiving information through social media channels. Staff also provide health equity consultations and capacity building to address health equity as part of program planning and service delivery across public health, helping to ensure that the needs of priority populations in Halton Region are met.

Healthy Living	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
HaltonParents Facebook - number of "likes"	6,661	8,832	10,060	11,000	12,500
HaltonParents Twitter - number of followers	8,196	8,477	8,911	9,000	9,500

The 2021 budget reflects a net increase of \$12,000 or 0.9% due to inflationary adjustments applied where applicable, partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

Public Health Surveillance & Evaluation provides support to public health programs, services and community partners related to population health assessment, surveillance, program planning, performance measurement and evaluation. In 2020, the primary focus for this team has been surveillance and data management in response to COVID-19, including accurate and timely tracking and reporting of COVID-19 cases and contacts. Staff have also undertaken population health assessment activities to better understand the indirect impacts of COVID-19 on the health and well-being of Halton residents, as well as an evaluation of Public Health's COVID-19 response to inform future responses to public health emergencies.

Public Health Surveillance and Evaluation creates or updates infographics, health indicator reports and status reports annually to support public health program decisions. Ongoing surveillance reporting is also completed to provide timely data regarding topics such as influenza and opioid use. Using population health data allows Public Health to target programs and services to populations with the greatest need, prioritize resources to the most important health problems in Halton, respond quickly to emerging issues, and engage the public and community partners to take action to improve health. Since 2017, the number of data products posted on the website has increased as result of increased staff capacity and the implementation of a number of new surveillance reports in recent years. Weekly surveillance related to COVID-19 also began in March 2020, and has contributed to higher numbers for 2020. The indicator below (number of data and surveillance products updated or created) is projected to decrease in 2021 as a result of dashboards replacing individual data products.

Public Health Surveillance & Evaluation	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of data and surveillance products updated or created	43	51	62	75	50

The 2021 budget for Public Health Surveillance & Evaluation reflects a net increase of \$70,000, or 8.0%, and includes a strategic investment for an additional Data Analyst to support the collection, management, analysis, and dissemination of data to support public health program decisions, surveillance, communications and provide health information to the community and partners at both the local and provincial levels. This investment includes provincial funding anticipated, but not yet confirmed, based on the current cost-share level. This increase has been partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

Health Protection

The Health Protection division works to prevent the spread of enteric, sexually transmitted and vector-borne diseases as well as identify, assess and manage health hazards in the community. The division also inspects regulated premises (such as restaurants, daycares, pools and personal service settings), manages suspected rabies exposures, maintains the Public Health Emergency Management program, and enforces tobacco control legislation, including vaping and cannabis. In addition, the division is responsible for harm reduction activities, such as needle exchange and naloxone distribution, and delivers sexual health services to populations in need.

Budget Impacts

The 2021 budget reflects a net increase of \$149,000, or 3.4%, from the 2020 budget. Without the change in allocation methodology for the governance-related costs discussed previously, the increase in Health Protection would have been \$357,000 or 8.2%. Direct costs are increasing by \$212,000 and include a strategic investment for an Infection Control Coordinator to support the Enteric and Vector-borne Diseases program, and inflationary increases applied where applicable. Subsidies & Revenue are increasing by \$80,000 and include provincial funding anticipated, but not yet confirmed, for the strategic investment based on the current cost-share level. Subsidies for base-funded programs are anticipated to remain frozen at the 2020 level based on the latest funding allocations received from the Province.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Health Protection								
Enteric and Vector Borne Diseases	\$ 2,033	\$ 517	\$ 2,550	\$ (1,494)	\$ 1,056	\$ 944	\$ 112	11.9%
Food Safety Inspections	2,389	694	3,083	(1,728)	1,355	1,334	21	1.6%
Environmental Health	2,235	602	2,837	(1,797)	1,039	1,031	8	0.8%
Sexual Health	1,374	400	1,774	(1,019)	755	753	1	0.2%
Harm Reduction	684	196	880	(557)	323	317	7	2.1%
Total	\$ 8,714	\$ 2,409	\$ 11,123	\$ (6,595)	\$ 4,528	\$ 4,378	\$ 149	3.4%
2020 Budget	\$ 8,502	\$ 2,392	\$ 10,894	\$ (6,515)	\$ 4,378			
\$ Change	212	17	229	(80)	149			
% Change	2.5%	0.7%	2.1%	1.2%	3.4%			
FTE					64.3	63.3	1.0	1.6%

Schedule may not add due to rounding.

Enteric and Vector-borne Diseases responds to all reports of enteric disease and outbreaks and provides related education and advice to clients, physicians, Long-Term Care (LTC) homes, hospitals and daycare centres, and inspects all personal service settings including salons and spas. The team works collaboratively with staff from the Infectious Disease Control division to address infection prevention and control complaints by investigating practices at premises such as personal

service settings, (e.g., spas, tattoo parlors and salons), and regulated health professionals' settings, such as dental clinics and physicians' offices. Staff also support the education and awareness of personal service setting operators of COVID-19-related public health measures that must be in place at all inspected personal service setting establishments. This team also manages the vector-borne disease program, which includes monitoring for mosquito and tick-related illnesses (e.g., West Nile virus and Lyme disease). Included in this program is the coordination of mitigation activities such as surveillance of 300 standing water sites as part of the West Nile Virus program, surveillance for black-legged ticks for Lyme disease, and monitoring for other emerging vector-borne diseases such as Zika virus.

The 2021 budget has increased by \$112,000, or 11.9%, and includes a strategic investment for an Infection Control Coordinator to support the Enteric and Vector-borne team to respond to various infection prevention and control issues, assist in case and contact management and outbreaks of infectious disease in the community, regulated institutions and allied health care settings. This investment includes provincial funding anticipated, but not yet confirmed, based on the current cost-share level. The 2021 budget also includes inflationary adjustments, applied where applicable, partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

Enteric and Vector-Borne Diseases	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Inspections of Personal Service Settings Completed	740	812	859	350	900
Percent of Required Inspections of High Risk Personal Service Settings Completed	100%	100%	100%	60%	100%
Number of Enteric Outbreaks Investigated in Institutions (LTC Homes, Rest and Retirement Homes, Hospitals, Daycares)	38	60	60	50	60
Number of Enteric Disease Investigations	386	458	464	400	400
Number of standing water fixed sites monitored for mosquitoes	273	272	281	309	315
Total number of larvicide applications to surface waters for West Nile Virus program	607	500	447	450	500
Number of Potential Rabies Exposures Investigated	1,118	1,141	1,216	1,100	1,150

Food Safety Inspection is responsible for reducing the risk of food-borne illness by conducting inspections and risk assessments of more than 2,900 food premises. The Food Safety team also responds to food safety related complaints and promotes safe food handling practices. Staff also support the education and awareness of food premise operators of COVID-19 related public health measures that must be in place at all inspected food premises. At this time staff are not able to determine if in-class Food Handler Training courses will resume in 2021 and therefore have not projected a number of clients. The 2021 budget reflects a net increase of \$21,000, or 1.6%, due to inflationary increases, partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

Food Safety Inspection	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Food Handlers Certified	1,926	1,910	1,778	347	n/a
Percent of Required Inspections of High Risk Food Premises Completed	100%	100%	100%	60%	100%
Number of Inspections of High Risk Food Premises Completed	1,971	1,892	1,985	1,500	1,950
Number of Inspections of Food Premises Completed	5,233	5,154	5,228	4,000	5,100
Number of Special Event Inspections	1,036	1,093	962	150	500

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

Public Health Inspectors work to prevent chronic diseases related to tobacco and vaping products by enforcing legislation such as the *Smoke Free Ontario Act* (SFOA). As part of their responsibilities, staff routinely inspect and conduct compliance checks of premises that sell tobacco and vaping products to ensure these products are not sold to underage youth, and enforce restrictions on places of use for tobacco, vaping and cannabis. Staff are also responsible for the education and enforcement of the new Smoking and Vaping in Public Places by-law No. 40-20, which was passed by Regional Council in July, 2020.

The 2021 budget has increased by \$8,000, or 0.8%, due to inflationary increases, partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

Environmental Health	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Percent of Health Hazard Complaints Responded to Within 24 Hours of Receipt	100%	99%	99%	98%	100%
Percent of Class A Pools Inspected While in Operation	100%	100%	100%	96%	100%
Percent of Required Inspections of Spas Completed	100%	100%	100%	87%	100%
Total Number of Environmental Alert Subscriptions (Heat, Cold and Smog)	2,258	2,440	2,488	2,550	2,700
Percent of Tobacco Retailers Inspected Once per Year for Compliance with Display, Handling and Promotion Sections of the Smoke-Free Ontario Act (SFOA)	100%	100%	100%	60%	100%
Total number of tobacco/vaping vendors inspected	291	290	315	285	285
Percent of Tobacco Vendors in Compliance with Youth Access Legislation at the Time of Last Inspection	98%	98%	99%	99%	99%

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

The 2021 budget reflects a net increase of \$1,000, or 0.2%, due to inflationary increases, partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

Sexual Health	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Client Visits - Sexual Health Clinics	5,460	5,202	4,614	1,275	1,000
Number of Sexually Transmitted Infections Cases Managed	1,305	1,412	1,527	1,050	1,050
Percent of confirmed Gonorrhea cases treated according to recommended Ontario treatment guidelines	80%	74%	79%	75%	75%

Harm Reduction strategies aim to lessen the negative impact of substance use. The scope of work consists of needle exchange, smoking cessation, and an opioids strategy. The opioids strategy aims to enhance the opioid response based on local data and community needs, increase naloxone distribution to community organizations, police, and fire services, and develop an early warning system to identify and respond to a surge in opioid overdoses. COVID-19 is impacting the projected number of services in 2021, with ongoing uncertainty regarding when comprehensive harm reduction services can continue. Restricted access to fixed site locations, delays in receiving products from suppliers, closures and staff redeployments have impacted harm reduction services in 2020 and will have an effect moving into 2021.

The 2021 budget reflects a net increase of \$7,000, or 2.1%, due to inflationary increases, partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

Harm Reduction	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of safe needles distributed by needle exchange for harm reduction	292,328	264,746	252,506	175,000	200,000
Number of client contacts - Needle Exchange Program	1,320	1,226	1,209	1,000	1,000
Number of client appointments - Smoking Cessation Clinic	1,004	868	770	470	550
Number of new clients - Smoking Cessation	181	147	154	20	75
Total number of naloxone kits distributed	235	327	568	450	475
Total number of community partners or organizations that have agreements with public health to receive and distribute naloxone.	0	7	9	17	17

Healthy Schools and Communities

The Healthy Schools and Communities division focuses on promoting health and preventing illness and disease in schools and in communities. The division is comprised of Immunizations, Oral Health, School Years, and Quality Improvement & Professional Support. Activities include distribution of vaccines and administration of immunizations to help prevent, control and support eradication efforts for vaccine-preventable diseases, oral health screening for elementary school students, education and supports to help prevent chronic disease related to poor oral health, dental care services for low-income seniors, health promotion for school aged children and their families, support to schools for the prevention of COVID-19 infection in schools, physician engagement, and guidance for continuous quality improvements including promoting best practices for public health programs.

Budget Impacts

The 2021 budget reflects a net increase of \$229,000, or 6.1% over the 2020 budget. Without the change in allocation methodology for the governance-related costs discussed previously, the increase in Healthy Schools and Communities would have been \$437,000 or 11.6%. Gross Expenditures are increasing by \$766,000 mainly related to expenditures to support the COVID-19 response, largely offset with an increase of \$538,000 in Subsidies & Revenue due to anticipated funding for COVID-19-related costs, as discussed below. Subsidies for base-funded programs are anticipated to remain frozen at the 2020 level based on the latest funding allocations received from the Province, and there is no change in subsidy anticipated for the Ontario Seniors Dental Care Program (OSDCP) introduced in 2020. As discussed in Report No. MO-19-20/SS-21-20 re: "Seniors and Adult Dental Care Programs – Impact of COVID-19", the 2021 budget continues to include a transfer of \$252,000 from the tax stabilization reserve to fund the Dental Care Counts (DCC) program during the transition to the OSDCP.

As part of the COVID-19 pandemic response, the 2021 Public Health budget includes the provincial School-Focused Nurses Initiative which will allow for additional temporary nurses to provide support to Halton school boards and schools in facilitating public health and preventative measures related to the COVID-19 pandemic for the 2020/2021 school year. The budget also includes \$217,000 for COVID-19-related costs including courier services for vaccine deliveries to health care providers, personal protective equipment (PPE), technology and hall rental, offset with funding anticipated from the Ministry of Health for COVID-19-related cost pressures.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Healthy Schools & Communities								
Immunizations	\$ 3,151	\$ 968	\$ 4,119	\$ (2,397)	\$ 1,722	\$ 1,673	\$ 48	2.9%
Oral Health	2,918	138	3,056	(2,460)	595	476	119	25.1%
School Years	1,318	313	1,632	(1,058)	573	573	-	0.0%
Quality Improvement & Professional Support	1,929	452	2,382	(1,272)	1,110	1,048	61	5.8%
Total	\$ 9,316	\$ 1,871	\$ 11,187	\$ (7,187)	\$ 4,000	\$ 3,771	229	6.1%
2020 Budget	\$ 8,659	\$ 1,762	\$ 10,421	\$ (6,650)	\$ 3,771			
\$ Change	658	109	766	(538)	229			
% Change	7.6%	6.2%	7.4%	8.1%	6.1%			
FTE					59.3	59.3	0.0	0.0%
Relief Hours					1,350.2	1,350.2	0.0	0.0%

Schedule may not add due to rounding.

Immunizations includes vaccine distribution for all publicly-funded vaccines, cold chain inspections of fridges containing publicly funded vaccines, enforcement of the *Immunization of School Pupils Act* (ISPA) and the *Child Care and Early Years Act* (CCEYA), as well as the administration of certain immunizations through the school-based program. Public Health has been making progress since efforts began in 2015 towards achieving full enforcement of the ISPA for students aged 7 to 17 years old. A plan was developed to reach full compliance with the ISPA and the CCEYA by 2022, consistent with the action items in the 2019-2022 Halton Region Strategic Business Plan.

In the 2019-2020 school year, Public Health implemented the immunization enforcement plan for high school students born in 2002 to 2005 and elementary school students born in 2010 to 2012. Also, activities were implemented for an improved return rate of immunization information received for children in licensed child care to improve compliance with the CCEYA. As noted in the Report No. MO-22-20 (re: Immunization Enforcement Update – Impact of COVID-19), in March 2020, the immunization enforcement plan was suspended due to COVID-19. Enforcement of the elementary school students and the scheduled Public Health school-based immunization clinics affecting 8,348 students in grade 7 were cancelled. The impact of COVID-19 significantly derailed normal operations of the program in 2020. Reaching full compliance with the ISPA and the CCEYA by 2022 is at risk of not being achieved.

Due to COVID-19, an alternate distribution process for publicly-funded vaccines to health care providers in Halton Region was developed and implemented in fall 2020. The historical vaccine order pick-up process whereby health care providers would come to the Halton Regional Centre to pick up their vaccine orders was replaced with an outsourced courier delivery service contracted by the Region. The courier delivery process will continue into 2021. Public Health will assess the new process and develop a long-term plan for distribution of publicly-funded vaccines to health care providers for 2022.

The 2021 budget for Immunizations has increased by \$48,000, or 2.9%, primarily due to inflationary adjustments and one-time technology requirements for 2021, partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously. To continue to support the response to COVID-19, the 2021 budget for Immunizations also includes \$196,000 for enhanced Personal Protective Equipment (PPE) for program staff, space rental for community immunization clinics due to the uncertainty of sustained availability

of school sites for school-based clinics, and courier delivery for vaccine orders from health care providers. These COVID-19-related cost pressures are anticipated to be fully funded by the Ministry of Health, however, confirmation of funding has not yet been received.

The following table shows an expected 80% compliance rate with ISPA requirements for 16 and 17-year-old students, and an expected 50% compliance rate with ISPA requirements for the 7 and 8-year-old students in the 2020-2021 school year. The projected compliance rates and the number of projected doses of HPV, Hep B and meningococcal vaccines administered in 2020-2021 reflect a decrease from the 2019-2020 school year. Due to COVID-19, Public Health's ability to complete the ISPA enforcement plan for the 2019-2020 and 2020-2021 school years is disrupted. Students turning 16/17 or 7/8 in the 2020-2021 school year will be subject to ISPA enforcement in the next school year.

The expanding scope of practice for pharmacists has made it easier than ever for Halton residents over the age of 5 to receive their influenza immunization. Public Health expects to distribute 117,000 doses of influenza vaccine to health care providers in the 2020-2021 flu season.

Immunizations	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Percent of all Students in Compliance with Immunization of School Pupils Act (ISPA) JK-12	60.0%	67%	65.0%	72.0%	65.0%
Percent of 16/17 Year-Old-Students in Compliance with ISPA Requirements	86.0%	89.0%	86.0%	93.0%	80.0%
Percent of 7/8 Year-Old-Students in Compliance with ISPA Requirements	63.0%	58.0%	36.0%	80.0%	50.0%
Number of HPV Doses Administered (School Year)	12,481	11,257	11,825	7,365	8,500
Number of Hep B doses Administered (School Year)	7,176	8,671	8,443	5,044	7,700
Number of Meningococcal conjugate A, C, Y, W	6,315	10,419	7,983	8,198	7,000
Number of Doses of Influenza Vaccine Distributed to Community Partners	117,274	113,195	110,895	118,360	117,000

Oral Health offers dental screening for elementary school students, client enrollment and navigation support for the Healthy Smiles Ontario (HSO) program and dental care services for low-income seniors.

Dental screening for elementary school students identifies children who are in need of urgent dental care. Parents/guardians of children identified in need of urgent dental care are contacted by Public Health and a follow-up process occurs to ensure the children receive the necessary dental care. Families who are unable to afford the cost of dental care for their children may be eligible for financial assistance through the HSO program. Public Health provides navigational support for families, including enrollment in the HSO program and assistance with finding local dental care providers to help ensure children receive the necessary dental care. 14,226 elementary children were screened during the 2019-2020 school year. In March 2020, dental screening in elementary schools was suspended due to the COVID-19 pandemic, and the remaining 5,380 elementary children at 35 schools scheduled for the 2019-2020 school year were not screened.

As a result of COVID-19 in 2020, Public Health began planning for a modified dental screening program for elementary school students in the 2020-2021 school year. The plan will include enhanced targeted health promotion and a significantly reduced number of school students to participate in dental screening.

In 2019, the province introduced a provincially-funded dental care program for low-income seniors, the Ontario Seniors Dental Care Program (OSDCP). The OSDCP is intended to provide comprehensive dental care for low-income seniors, including preventive services and dentures. The Regionally-funded Dental Care Counts (DCC) program, which provides emergency dental treatment for low-income seniors, will no longer be required once the OSDCP services are provided in Halton. A one-time transfer of \$252,000 from the tax stabilization reserve was included in the 2020 budget to fund DCC in 2020, and ensure that emergency dental treatment would continue to be offered during the transition to the OSDCP. As reported in MO-19-20/SS-21-20, Public Health began planning for implementation of the OSDCP but in March 2020, planning activity was suspended as the priority public health focus became the COVID-19 response. Due to COVID-19, planning for the OSDCP was significantly impacted and the OSDCP services in Halton Region did not become available in 2020. The 2021 budget continues to include a transfer of \$252,000 from the tax stabilization reserve to fund DCC in 2021, and ensure that emergency dental treatment can continue to be offered during the transition to the OSDCP, projected for 2021 subject to any further impacts from COVID-19.

The 2021 budget for Oral Health has increased by \$119,000 due to increased program support costs including technology, and inflationary increases applied where applicable, partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

Oral Health	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Children Screened for Oral Health in Elementary Schools (School Year)	18,475	20,137	19,680	14,226	1,168
# of children enrolled in Healthy Smiles Ontario (Emergency and Essential Services Stream and Preventative Services Only)	N/A	430	642	400	325
Number of Dental Care Counts (DCC) financial assistance claims processed*	N/A	994	1106	922	1230
Number of Persons Provided Dental Care Counts (DCC) financial assistance*	N/A	435	470	461	507

* This was a new indicator starting in 2021

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

In 2020, the majority of School Years staff was temporarily redeployed to the Infectious Disease Control (IDC) division for COVID-19 response. The staff will continue to support the COVID-19 response in the IDC division into 2021.

As shown in the following table, the usual supports to schools are disrupted in 2020 and 2021.

The 2021 budget for School Years has remained at the 2020 level. In response to COVID-19, the 2021 budget includes the costs and provincial funding, with no net Regional impact, for temporary nursing positions for the provincial School-Focused Nurses Initiative to provide support to Halton school boards and schools in facilitating public health and preventative measures related to the COVID-19 pandemic.

School Years	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Parents of Children & Youth Receiving Parenting Information	1,193	1,320	1,347	180	1,200
Number of Consultations Provided to School Staff, Students and Parents Related to Promoting Health in the School-Aged Child	32,256	30,680	24,586	3,240	10,000
Number of School Clusters Receiving Service	17	17	16	18	0

Quality Improvement & Professional Support

Quality Improvement & Professional Support staff guides continuous quality improvement work by supporting evidence-informed decision-making and promoting best practices. Staff assists all public health programs with operational planning and ensure compliance with the Ontario Public Health Standards by conducting reviews and identifying gaps in service delivery. In 2021, there will also be ongoing support for COVID-19 response and recovery with a focus on opportunities to deliver services remotely.

The Physician Engagement Initiative aims to support the health and well-being of Halton residents by providing physicians with information and guidance on emerging public health issues, including COVID-19. This initiative also provides outreach support such as Continuing Medical Education events. Furthermore, physician recruitment assists family physicians with locum needs and helps to introduce new physicians to Halton Region.

The 2021 budget for Quality Improvement & Professional Support is increasing by \$61,000 or 5.8% as a result of increases in janitorial services required to reflect contract pricing, and inflationary increases applied where applicable, partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

Infectious Disease Control

The Infectious Disease Control division works to prevent the spread of respiratory communicable diseases within the community. This division also works to prevent the spread of COVID-19 within the Region of Halton. Infectious disease control is achieved through individual case and contact management, and outbreak management in a variety of settings including workplaces, childcare centres, schools, long-term care homes and other congregate settings.

Budget Impacts

The 2021 budget reflects a net increase of \$434,000, or 11.1% over the 2020 budget. Without the change in allocation methodology for the governance-related costs discussed previously, the increase in Infectious Disease Control would have been \$599,000 or 15.4%. Gross Expenditures are increasing by \$4.3 million, and include strategic investments for an additional 5.0 FTEs to support prevention and control of infectious diseases, such as COVID-19, as required by the Ontario Public Health Standards, \$2.4 million to extend temporary staff support to continue responding to the COVID-19 pandemic in 2021, and \$1.1 million to support the School-Focused Nurses Initiative, discussed in further detail below. Subsidies are increasing by \$3.9 million and include \$1.1 million of committed provincial funding for the School-Focused Nurses Initiative, \$366,000 in provincial funding anticipated in the strategic investments based on the current cost-share level, and \$2.4 million in provincial funding anticipated to extend the temporary staff support to continue the COVID-19 response in 2021. Subsidies for base-funded programs are anticipated to remain frozen at the 2020 level based on the latest funding allocations received from the Province.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Infectious Disease Control								
Case and Contact Management	\$ 7,574	\$ 1,489	\$ 9,063	\$ (6,008)	\$ 3,055	\$ 2,752	\$ 303	11.0%
Outbreak Management	3,470	630	4,099	(2,823)	1,276	1,145	131	11.4%
Total	\$ 11,044	\$ 2,119	\$ 13,163	\$ (8,832)	\$ 4,331	\$ 3,897	434	11.1%
2020 Budget	\$ 6,823	\$ 2,031	\$ 8,854	\$ (4,957)	\$ 3,897			
\$ Change	4,221	88	4,309	(3,875)	434			
% Change	61.9%	4.3%	48.7%	78.2%	11.1%			
FTE					62.7	57.7	5.0	8.7%

Schedule may not add due to rounding.

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

The 2021 budget for Case and Contact Management reflects a net increase of \$303,000 or 11.0% mainly to support strategic investments for an additional 5.0 FTEs (1.0 FTE Outbreak Manager, 1.0 FTE Infectious Disease Nursing Advisor, 1.0 FTE Infection Control Coordinator and 2.0 FTEs Public Health Nurses), which will provide support to both the Case and Contact Management and Outbreak Management programs. Provincial funding is anticipated, but not yet confirmed, for these strategic investments based on the current cost-share level, resulting in a net impact of \$198,000 for Case and Contact Management. The 2021 budget also includes \$1.7 million in gross expenditures to extend temporary staff support to continue responding to the COVID-19 pandemic; provincial funding is anticipated, but not yet confirmed, for these costs, and \$582,000 in gross expenditures for temporary nurses to support the School-Focused Nurses Initiative with 100% funding committed from the Province.

Case and Contact Management	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of TB Case Investigations	31	13	16	14	20
Number of TB Contact Investigations	83	87	101	72	100
Number of COVID-19 Case Investigations	N/A	N/A	N/A	1,800	1,400
Percent of COVID-19 Case Investigations followed up in 24 hours	N/A	N/A	N/A	90%	90%

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

The 2021 budget reflects a net increase of \$131,000 or 11.4% mainly to support strategic investments for an additional 5.0 FTEs (1.0 FTE Outbreak Manager, 1.0 FTE Infectious Disease Nursing Advisor, 1.0 FTE Infection Control Coordinator and 2.0 FTEs Public Health Nurses) which will provide support to both the Case and Contact Management and Outbreak Management programs. Provincial funding is anticipated, but not yet confirmed, for these strategic investments based on the current cost-share level, resulting in a net impact of \$82,000 for Outbreak Management. The 2021 budget also includes \$741,000 in gross expenditures to extend temporary staff support to continue responding to the COVID-19 pandemic; provincial funding is anticipated, but not yet confirmed, for these costs, and \$485,000 in gross expenditures for temporary nurses hired under the School-Focused Nurses Initiative with 100% funding committed from the Province.

Outbreak Management	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Non-COVID-19 Respiratory Outbreaks Investigated at Institutions (LTC Homes, Rest and Retirement Homes, Hospitals, Daycares)	78	108	113	105	95
Number of COVID-19 Respiratory Outbreaks Investigated at Institutions (LTC Homes, Rest and Retirement Homes, Hospitals)	N/A	N/A	N/A	42	42
Number of COVID-19 Respiratory Outbreaks Investigated at Other congregate settings	N/A	N/A	N/A	8	8
Number of COVID-19 Respiratory Outbreaks Investigated at Workplaces	N/A	N/A	N/A	12	12
Number of COVID-19 Respiratory Outbreaks Investigated at Schools and Daycares	N/A	N/A	N/A	5	5

Paramedic Services

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

Budget Impacts

The 2021 Paramedic Services budget reflects a net increase of \$123,000, or 0.6%, over the 2020 budget. Without the change in allocation methodology for the governance-related costs discussed previously, the increase in Paramedic Services would have been \$911,000 or 4.1%. Direct Costs are increasing by \$1.6 million and include strategic investments for an additional 3.0 FTEs (Payroll and Scheduling Coordinator, Education Superintendent and an Administrative Coordinator) to address pressures in paramedic operations, and an increase of \$811,000 related to COVID-19 cost pressures for personal protective equipment and station deep cleaning costs. Capital & Other Expenditures are decreasing by \$562,000 mainly due to a transfer from the COVID-19 Stabilization reserve, utilizing funding anticipated to be carried over from the 2020 Safe Restart Phase 1 funding, to largely fund the \$811,000 in COVID-19 cost pressures in 2021. The \$954,000 increase in Subsidies & Revenue reflects an increase in provincial funding comprised of an increase of \$796,000 in base funding and \$158,000 for the strategic investments, reflective of the current funding model which reflects growth but not inflation.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Paramedic Services								
Paramedic Care	\$ 34,809	\$ 8,695	\$ 43,504	\$ (21,022)	\$ 22,482	\$ 22,359	\$ 123	0.6%
Total	\$ 34,809	\$ 8,695	\$ 43,504	\$ (21,022)	\$ 22,482	\$ 22,359	\$ 123	0.6%
2020 Budget	\$ 33,169	\$ 9,257	\$ 42,427	\$ (20,067)	\$ 22,359			
\$ Change	1,640	(562)	1,077	(954)	123			
% Change	4.9%	-6.1%	2.5%	4.8%	0.6%			
FTE					204.5	201.5	3.0	1.5%
Relief Hours					84,988.2	84,988.2	0.0	0.0%

Schedule may not add due to rounding.

Paramedic Care provides services from 15 stations with 26 emergency response vehicles. Annually, Paramedic Services responds to more than 54,000 calls and transports more than 33,000 patients. As outlined in Report MO-18-20 (re: Paramedic Services Division Annual Update), over the past ten years (2010 to 2019) call volumes have increased by 73%. Call volume increased by 1.9% in 2019. Due to the impact of COVID-19 call volume is anticipated to remain approximately at 2019 levels in 2020, increasing by 4% in 2021, as shown in the following table.

Paramedic Care	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Patient Transports	32,105	32,797	33,353	33,853	35,200
Total Call Volume	51,389	53,094	54,091	54,902	57,100
Percent of Arrivals of Defibrillator on the Scene of Sudden Cardiac Arrest (SCA) within 6 Minutes - Target 55%	66.0%	71.0%	67.0%	65%	65%
Percent of Paramedic Arrival at Life Threatening Calls within 8 Minutes - Target 75%	72.0%	73.0%	76.0%	75%	75%
Percent of CTAS 2 Arrivals of Paramedics Within 10 Minutes - Target 75%	84.0%	83.0%	84.0%	80%	80%
Percent of CTAS 3 Arrivals of Paramedics Within 15 Minutes - Target 75%	93.0%	91.0%	90.0%	90%	90%
Percent of CTAS 4 Arrivals of Paramedics Within 20 Minutes - Target 75%	96.0%	95.0%	94.0%	90%	90%
Percent of CTAS 5 Arrivals of Paramedics Within 25 Minutes - Target 75%	99.0%	96.0%	97.0%	95%	95%
Total \$ Cost per Vehicle In-Service Hour	\$218	\$222	\$223	\$255	\$246
90th percentile transfer of care time (all Halton Hospitals) - target 30 minutes	0:48:37	0:48:34	0:36:53	0:40:00	0:40:00
Number of minutes Central Ambulance Communications Centre (CACC) processing time T0 - T2 at the 90th percentile - Target 2:00	3:21	3:27	3:18	3:00	3:00

The 2021 Paramedic Care budget includes inflationary adjustments applied where applicable to maintain service levels, partially offset with the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously. Without this change in allocation methodology, the increase in Paramedic Services would have been \$911,000 or 4.1%. The 2021 budget includes a strategic investment for an additional 3.0 FTEs (1.0 FTE Payroll and Scheduling Coordinator, 1.0 FTE Education Superintendent and a 1.0 FTE Administrative Coordinator) to address increasing pressures in paramedic operations due to continuous growth. Provincial funding is anticipated for the strategic investments based on the current funding model. The 2021 budget also includes an increase of \$811,000 for additional personal protective equipment (PPE) and deep cleaning required at the Stations to address needs related to COVID-19, partially offset by a one-time transfer from the COVID-19 Stabilization reserve of \$673,000, utilizing funding anticipated to be carried over from 2020 Safe Restart Phase 1 funding. There is a base funding increase of \$796,000 which is reflective of the current funding model that supports program growth, but not inflation.

Capital Budget & Forecast

Paramedic Services Capital Program							
(\$ Millions)	2021	2022	2023	2024	2025	2026 - 2030	Total
PS Master Plan	\$ -	\$ -	\$ 0.15	\$ -	\$ -	\$ -	\$ 0.15
PS Vehicles	1.32	2.03	4.60	3.02	2.63	16.20	29.79
Defibrillators	0.04	0.09	0.13	2.21	0.09	3.55	6.11
Total	\$ 1.36	\$ 2.12	\$ 4.88	\$ 5.22	\$ 2.72	\$ 19.74	\$ 36.04

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

The Paramedic Services capital program includes \$36.0 million over the next 10 years, which is \$6.4 million higher than the 2020 10-year program, primarily due to additional funding required for the replacement of vehicles.

The 2021 Capital Budget and Forecast includes \$29.8 million to purchase new and replacement vehicles and power stretchers/lift systems for ambulances over the next 10 years. In 2021, the capital program includes \$1.3 million for vehicle replacement and new acquisitions which includes two vehicles (\$207,000) to support program pressures. In addition, there is \$6.1 million to purchase new and replacement defibrillators over the next 10 years with \$42,000 identified in 2021. The proposed central reporting station and additional headquarters space requirements are included in the Energy, Fleet and Facilities capital budget, as part of the long-term accommodation plan discussed in Report No. LPS112-15 (re: Regional Accommodation Plan). The next 10-year Paramedic Services master plan study is planned for 2023 and will include a review for any additional station requirements.

The Paramedic Services capital program is primarily funded from the Paramedic Vehicle reserve, which will be replenished from annual operating transfers and development charges. The 2021 budget includes capital financing (i.e., transfer to reserves) of \$3.6 million, which represents a \$90,000 increase from the 2020 budget, primarily due to the payback for additional funds required for vehicle acquisitions and Urban Milton and Southwest Oakville station construction.

Halton Region

Budget and Business Plan 2021

Social & Community Services

Social & Community Services Department

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

Budget Impacts

The 2021 Social & Community Services budget reflects a net increase of \$1.7 million, or 2.1%, over the 2020 budget and includes strategic investments required to respond to the COVID-19 pandemic and strengthen resident care in the Long-Term Care (LTC) homes through an additional 14.4 FTEs and 10,596.6 relief hours, to strategically prioritize housing opportunities for the most vulnerable clients with a Manager of Homelessness and Supportive Housing, an increased investment of \$1.0 million in Children's Services to maintain the number of subsidized fee spaces due to provincial funding reductions, and an increased investment in the Halton Region Community Investment Fund (HRCIF) of \$500,000 to support new and emerging community needs, pivot to virtual models of service delivery, respond to public health directives from the pandemic, and address Community Safety and Well-Being issues. Increased costs related to the COVID-19 pandemic include additional personal protective equipment and temporary staff support to screen visitors and cover any staffing shortages in the LTC homes, and in Housing Services, to continue to provide safe shelter solutions within the Public Health guidelines. These increased costs have been partially offset with the introduction of a vacancy allowance in the compensation budget (with the exception of Services for Seniors), as discussed previously.

Capital & Other Expenditures are decreasing due to the inclusion of a one-time transfer from the COVID-19 Stabilization reserve of \$3.3 million to utilize funding anticipated to be carried over from the Safe Restart Phase 1 funding to offset COVID-19 cost pressures in the 2021 budget, also due to the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously. Subsidies & Revenue are increasing by \$2.1 million, or 1.3%, comprised of an increase of \$1.1 million in Subsidies and \$1.0 million in Other Revenues. Subsidies are increasing in Services for Seniors and Employment & Social Services; however, these increases do not keep pace to match increases in costs and growth. Provincial funding has been anticipated in the strategic investments in LTC based on the current funding level, however has not yet been confirmed. Increased funding allocations in Housing Services provided through the Ontario Priorities Housing Initiative (OPHI), Canada-Ontario Community Housing Initiative (COCHI), Community Homelessness Prevention Initiative (CHPI), and Reaching Home programs are partially offset by a decrease in Federal Block Funding for Housing Providers. Provincial subsidies are decreasing in Children's Services by \$2.2 million, however savings were identified and expenditures have been reduced, where possible, to align with available funding to mitigate the impact without impacting service levels. The increase in Other Revenues is mainly due to increased resident revenues in the LTC homes to align with trends.

\$000s	2021 Budget					2020 Budget	Change		
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact		Net Tax Impact	2021 - 2020	
Social & Community Services Department									
Children's Services	\$ 68,982	\$ 3,303	\$ 72,285	\$ (60,342)	\$ 11,943	\$ 10,584	\$ 1,359	12.8%	
Employment & Social Services	31,178	2,832	34,009	(27,042)	6,968	6,919	48	0.7%	
Housing Services	44,890	8,253	53,143	(16,784)	36,359	36,254	104	0.3%	
Human Services Planning & Program Support	7,528	852	8,381	-	8,381	7,937	444	5.6%	
Services for Seniors	62,589	10,792	73,381	(53,783)	19,598	19,818	(220)	-1.1%	
Total	\$ 215,167	\$ 26,032	\$ 241,199	\$ (157,951)	\$ 83,247	\$ 81,512	\$ 1,735	2.1%	
2020 Budget	\$ 207,829	\$ 29,581	\$ 237,410	\$ (155,898)	\$ 81,512				
\$ Change	7,338	(3,550)	3,788	(2,053)	1,735				
% Change	3.5%	-12.0%	1.6%	1.3%	2.1%				
FTE					748.6	733.2	15.4	2.1%	
Relief Hours					94,546.4	83,949.8	10,596.6	12.6%	

Schedule may not add due to rounding.

Children's Services

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

Budget Impacts

The 2021 Children's Services budget reflects an increase of \$1.4 million, or 12.8% over the 2020 budget. Without the change in allocation methodology for the governance-related costs discussed previously, the increase in Children's Services would have been \$1.7 million or 15.9%. This increase is driven by a strategic investment of \$1.0 million to maintain the number of subsidized child care spaces due to provincial funding reductions. Subsidies & Revenues are decreasing by \$2.2 million, mainly due to a reduction anticipated in base program funding of \$1.1 million, and a decrease of \$1.1 million due to the Community-Based Early Years and Child Care Capital Project (CBCP) funding ending, with further details discussed below. Gross Expenditures are decreasing by \$830,000 resulting from the removal of the CBCP grants to align with the program ending, and from the identification of savings and expenditure reductions of \$916,000 to align with the funding available without impacting service levels. This is partially offset with a \$1.0 million strategic investment to maintain the number of subsidized fee spaces. As shown in the following table, in 2021, the Region will contribute \$11.9 million to Children's Services, of which \$3.4 million is the anticipated legislated contribution to the program and \$8.5 million is an additional investment above the legislated requirement to address needs in the community.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Children's Services								
Community Support	\$ 29,298	\$ 1,416	\$ 30,715	\$ (27,862)	\$ 2,853	\$ 2,709	\$ 143	5.3%
Special Needs Child Development	10,951	1,177	12,128	(7,927)	4,201	4,097	105	2.6%
Regional Child Care Centres	3,156	113	3,269	(2,458)	812	768	43	5.6%
Child Fee Subsidy	25,577	596	26,173	(22,096)	4,077	3,009	1,067	35.5%
Total	\$ 68,982	\$ 3,303	\$ 72,285	\$ (60,342)	\$ 11,943	\$ 10,584	\$ 1,359	12.8%
2020 Budget	\$ 69,843	\$ 3,272	\$ 73,115	\$ (62,531)	\$ 10,584			
\$ Change	(861)	31	(830)	2,189	1,359			
% Change	-1.2%	0.9%	-1.1%	-3.5%	12.8%			
FTE					103.8	103.8	-	0.0%
Relief Hours					1,827.0	1,827.0	-	0.0%

Schedule may not add due to rounding.

The 2021 budget reflects a reduction in Subsidies & Revenue of \$2.2 million, or 3.5% due to an anticipated reduction in provincial funding. As noted in the 2020 Budget and Business Plan and Report No. FN-45-19 (re: 2020 Budget and Business Plan and Disposition of the 2019 Surplus) and in the Report No. FN -36-20 (re: Operating Budget Variance Report for the period ending August 31, 2020 and Capital Budget and project closure report for the period ending June 30, 2020), on October 25, 2019, the Region received the 2020 funding allocation for Children's Services from the Ministry of Education (EDU), which was \$2.7 million less than what was included in the 2020 budget mainly as a result of a reduction in utilization funding (a component of base program funding). Utilization funding is provincial funding provided on a proportionate basis to municipalities that invest above the minimum-legislated amount. The 2021 budget for EDU funding includes a \$1.1 million reduction comprised of a projected decrease in utilization funding, partially offset with increases in the Expansion Plan and other base funding allocations to align with the 2020 funding allocations. As a result of provincial funding reductions, the 2021 budget maintains 2,744 subsidized childcare spaces, the same level as the 2020 projected number of spaces, through a Regional strategic investment of \$1.0 million in fee subsidy. In addition, there is a decrease of \$1.1 million due to the removal of Community-Based Early Years and Child Care Capital Project funding from the budget, which is fully offset with an equivalent reduction in grants. These decreases are partially offset by an increase in EarlyON funding of \$26,000 and an inflationary increase in revenues from the Regional Child Care Centres.

In addition, as reported through Report No. FN-36-20, the Ministry of Education announced Federal Safe Restart Funding that will be provided to child care operators for additional personal protective equipment, enhanced cleaning, additional staffing, support for short-term vacancies and minor capital to meet reopening operating guidance and health and safety requirements. The Region's confirmed allocation of this funding is \$5.6 million, and the funds must be spent by March 31, 2021. It is anticipated that this increase in funding is one-time in nature and is therefore not included in the 2021 budget.

Community Support builds capacity and quality in the early learning and child care system through funding, professional learning, research and community development. In 2021, Children's Services will continue to engage with community partners to develop a five-year Early Learning and Child Care Plan. The development and release of the Plan was delayed due to the COVID-19 pandemic. The Community Support budget is increasing by \$143,000, or 5.3%, mainly due to inflationary adjustments and increased support costs, partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously. In addition, it includes a reduction of \$1.1 million for Community-Based Early Years and Child Care Capital Project (CBCP) funding, fully offset with an equivalent reduction in grants. This program was anticipated to end on December 31, 2020; however, as a result of COVID-19, the deadline to spend the funding has been extended until March 31, 2021.

Halton Region is the service system manager for early years and child care and is responsible for EarlyON Child and Family Centre service planning, funding and oversight. EarlyON Child and Family Centres provide a broad set of free programs and resources for children age 0 to 6, their families and caregivers. Funding has been allocated to establish new locations in partnership with local school boards, including a new French-language EarlyON Child and Family Centre which opened in Milton in January 2020, in partnership with Conseil Scolaire Viamonde.

In 2020, Children's Services collaborated with Housing Services and the Reach Out Centre for Kids to enhance EarlyON services in Burlington at Our Community Cares community hubs located at 356 Burloak Drive and 2300 Walkers Line, operated by Halton Community Housing Corporation; as well as 702 Surrey Lane operated by a third party housing provider. EarlyON services were also enhanced in Acton through the former Our Kids Network Acton Hub at Mackenzie Smith Bennett Public School, operated by Links2Care. Enhancing EarlyON services through community hubs is intended to increase access to services for vulnerable populations. Children's Services will continue to seek similar collaborations to enhance EarlyON services in other parts of the Region.

In 2021, the Children's Services division will continue working with EarlyON Child and Family Centre providers to assess and strengthen the quality of programming through the EarlyON monitoring approach. This is a collaborative process that sets standards and expectations where EarlyON Child and Family Centre providers identify goals for continuous quality improvement.

In 2020, the Children's Services division is projecting to distribute \$21.0 million of provincial child care investment directly to child care operators and staff through General Operating Grants (GOG) (\$9.0 million) and Wage Enhancement Grants (WEG) (\$11.9 million). GOG supports the operations of 77 licensed child care operators in Halton. WEG helps child care operators recruit and retain skilled child care professionals by narrowing the wage gap for comparable positions in full-day kindergarten. In 2020, 2,311 eligible child care employees benefited from up to a \$2 per hour wage increase through the WEG. It is anticipated that the number of child care employees who will benefit in 2021 will increase by 21 to 2,332. The 2021 budget includes \$8.4 million for GOG, which is a reduction of \$597,000 from the 2020 budget to mitigate the impact of the subsidy reduction. This will reduce grants available for new operators, but will continue to provide committed funding to existing operators. The \$11.9 million for WEG has been included in the 2021 budget.

Ongoing investments as part of the provincial Child Care Expansion Plan, the Canada-Ontario Early Learning and Child Care Agreement, and Licensed Home Child Care Base funding will continue to support increased access to affordable, high quality licensed child care and quality early learning opportunities in Halton Region. However, funding for repairs and maintenance to licensed child care operators provided as part of Community Support will be reduced slightly by \$19,000 to align with subsidy funding and will be reallocated as part of fee subsidy investment.

The Region partners with community agencies to ensure effective delivery of early learning and child care services. Children's Services continues to work with the Ministry of Education, Halton Region Public Health and community partners to support the sector regarding the enhanced health and safety requirements to safeguard children and staff against the spread of COVID-19. As shown in the following table, in 2021, Halton Region and the Province will invest \$2.5 million to build system capacity and quality services for early years and child care programs in Halton.

Quality First, a program of The Halton Resource Connection, is an initiative that supports child care programs to improve the quality of their service. In 2021, 91% of licensed child care centres are projected to be enrolled in Quality First.

Community Support	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Licensed Child Care (LCC) spaces in Halton	28,861	29,440	30,177	30,932	31,707
Amount invested in General Operating Grants (GOG) for child care operators (\$000s)	\$9,200	\$9,200	\$9,000	\$9,000	\$8,400
Number of child care operators receiving General Operating Grants (GOG)	81	78	78	77	77
Amount invested in Wage Enhancement Grants (WEG) for child care staff (\$000s)	\$10,000	\$11,000	\$11,000	\$11,900	\$11,900
Number of full time child care staff receiving a Wage Enhancement Grant (WEG)	2,157	2,271	2,291	2,311	2,332
Amount invested in building system capacity inclusive of children, youth, parents and service providers (\$000s)	\$2,000	\$2,300	\$2,400	\$2,400	\$2,500
Percentage of Licensed Child Care (LCC) programs in Halton enrolled in Quality First (QF)	87%	89%	91%	91%	91%

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

The 2021 budget has increased by \$105,000, or 2.6%, mainly due to inflationary increases and increased support costs, partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously. The Infant and Child Development and Family and Community Behaviour Services programs are intended to be 100% funded by the Province; however, the Ministry of Children, Community and Social Services (MCCSS) does not provide the funding level required to meet the needs in Halton. The Region funds \$4.2 million of the total special needs program cost of \$12.1 million to minimize wait times for services and to support children with special needs and their families.

Special Needs Child Development	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Amount invested in children (birth to 12 years) with special needs (\$000s)	\$10,318	\$10,598	\$10,715	\$12,223	\$12,128
Number of children (birth to 12 years) in Licensed Child Care (LCC) with special needs	1,227	1,268	1,168	889	1,015

Regional Child Care Centres, directly operated by Children’s Services, provide high quality child care using the provincial pedagogy “How Does Learning Happen?” to support the development of each child’s learning. The Regional Child Care Centres (RCCCs) continue to operate as community leaders and demonstrate effective practice in the Halton community. In 2020, the RCCC educational sessions offered to professionals from the Ministry of Education, colleges, school boards and child care administrators were limited due to COVID-19 visitor restrictions. In 2021, educational sessions will be offered virtually to the child care community, based on Ministry of Education guidelines and health and safety requirements, which will allow for greater participation through fewer sessions. The program also ensures that Region-owned child care centres are maintained in a state-of-good-repair by providing capital funding (detailed in Capital Budget section). In 2021, there is a net increase in the RCCC budget of \$43,000, or 5.6%, mainly due to inflationary increases and increased support costs, without equivalent increases in provincial subsidy. These increases are partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

Regional Child Care Centres	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Regional Child Care Centre (RCCC) spaces	120	120	120	120	120
Regional contribution to the Regional Child Care Centres (RCCC) (\$000s)	\$578	\$435	\$451	\$909	\$812
Number of educational sessions provided by Regional Child Care Centres (RCCC) to community professionals	69	71	70	10	3

Fee Subsidy includes the child care fee subsidy program that provides subsidies for eligible families to assist with the cost of child care or for those who are in receipt of Ontario Works (OW) benefits. In 2019, 4,926 children accessed child care through subsidies, which was an increase of 530 children compared to 2018. The number of children accessing child care through subsidies is expected to remain the same in 2020 and 2021 due to lower enrolment following the COVID-19 pandemic. The 2021 budget includes a net increase of \$1.1 million, or 35.5%, due to a strategic investment in fee subsidy to maintain spaces at the 2020 level due to provincial funding reductions.

Fee Subsidy	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Amount invested by the Province and Region in child care subsidies (\$000s)	\$21,536	\$22,352	\$24,940	\$25,064	\$26,173
Average annual cost per subsidized child care space	\$7,353	\$7,570	\$7,556	\$7,570	\$7,911
Percentage of child care spaces that are subsidized	6.6%	6.4%	6.9%	6.4%	6.4%
Average number of child care subsidy spaces	2,314	2,387	2,628	2,744	2,744
Number of children rotating through the child care subsidy spaces	4,181	4,396	4,926	4,926	4,926
Number of fee subsidy applications received	N/A	N/A	3,065	3,065	3,065

Employment & Social Services

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

Budget Impacts

The 2021 Employment & Social Services budget reflects a net increase of \$48,000, or 0.7% over the 2020 budget. Without the change in allocation methodology for the governance-related costs discussed previously, the increase would have been \$223,000 or 3.2%. Direct Costs are increasing by \$700,000 or 2.3% mainly due to increased OW benefits based on a forecasted 3% caseload increase, inflationary cost adjustments and OW discretionary and low income funeral rate increases. The 2021 budget for Subsidies & Revenue is increasing by \$655,000, or 2.5%, which includes an increase for OW benefits of \$644,000, and an increase in Federal funding of \$51,000 for the Halton Newcomer Strategy, partially offset with a \$40,000 decrease in OW cost of administration subsidy resulting from a prior year funding adjustment. As shown in the following table, in 2021 the Region will provide \$7.0 million to Employment & Social Services, of which \$3.1 million is the legislated contribution to the program and \$3.9 million is an additional investment above the legislated requirement to address demands in the community.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Employment & Social Services								
Employment Halton	\$ 3,219	\$ 512	\$ 3,731	\$ (2,550)	\$ 1,181	\$ 1,172	\$ 9	0.8%
Ontario Works	26,322	2,311	28,633	(24,442)	4,191	4,171	21	0.5%
Low Income Financial Benefits	1,637	9	1,646	(50)	1,596	1,577	19	1.2%
Total	\$ 31,178	\$ 2,832	\$ 34,009	\$ (27,042)	\$ 6,968	\$ 6,919	48	0.7%
2020 Budget	\$ 30,478	\$ 2,828	\$ 33,306	\$ (26,387)	\$ 6,919			
\$ Change	700	3	703	(655)	48			
% Change	2.3%	0.1%	2.1%	2.5%	0.7%			
FTE					57.0	57.0	-	0.0%

Schedule may not add due to rounding.

Employment Halton provides services to job seekers and employers through programs designed to help individuals with barriers to employment become successful in obtaining and maintaining employment. As demonstrated in the following table, the COVID-19 pandemic has had a significant impact on the services provided and outcomes achieved by Employment Halton. Until March 2020, all Employment Halton services (i.e. individual supports, workshops and job fairs) were provided in person. At the onset of the COVID-19 pandemic, all in-person services were suspended and individual job seeker and employer supports were provided via telephone. Transformative service delivery changes that included the provision of virtual supports were implemented in July 2020 to better support both job seekers and employers alike as the economy rebounds. Slower economic growth and the need for individuals to limit in person interactions are expected to significantly reduce the number of job seekers who will access in-person Employment Halton services in 2021.

The provincial government has reaffirmed its commitment to move forward with the transformation of Ontario's employment services. As part of this employment services transformation, the new service delivery model will integrate social assistance employment services into Employment Ontario. Through a competitive process that was open to any public, not-for-profit and private sector organization, the Ministry of Training, Colleges and Universities (MTCU) has selected service system managers in three prototype areas (Hamilton-Niagara, Muskoka-Kawarthas and Peel Region) who have started planning and delivering services (directly or through service agreements with community partners) that meet the needs of their local economy. Service system managers are required to engage with a number of partners, including local employment planning councils and local planning boards, colleges, municipalities and other social service entities to better meet the needs of job seekers and employers. The Region's delivery of employment services may be impacted by these changes at a future date.

More than ever before, mental health supports are required to help individuals overcome their barriers to employment. It is expected that 350 individuals will access mental health supports in 2021 to assist them in reaching their employment goals. The budget for Employment Halton has increased by \$9,000, or 0.8%, which includes inflationary adjustments partially offset by an increase in Federal subsidy for the Halton Newcomer Strategy, a decrease resulting from the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

Employment Halton	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Total Investment in Employment Halton (\$000s) (1+2+3)	\$3,455	\$3,830	\$3,462	\$3,670	\$3,731
Employment Halton Regional Investment (\$000s) (1)	\$889	\$1,263	\$869	\$1,212	\$1,181
Employment Halton Provincial Investment (\$000s) (2)	\$2,389	\$2,352	\$2,432	\$2,260	\$2,300
Employment Halton Federal Investment (\$000s) (3)	\$177	\$215	\$161	\$199	\$250
Number of clients that accessed Employment Halton Services (1+2+3)	10,731	7,588	8,297	2,295	3,200
Number of clients that accessed Employment Halton Services Resource Centre (1)	3,650	1,931	1,887	314	500
Number of clients that accessed Employment Halton Services Workshop (2)	4,991	3,871	4,224	822	2,000
Number of clients that accessed Employment Halton Services Individual Support (3)	2,090	1,786	2,186	1,159	1,700
Number of clients placed directly into a job by Employment Halton	279	281	180	138	200
Number of employers that partner with Employment Halton	335	410	475	500	500
Percentage of individuals employed or participating in an educational opportunity 3 months after leaving the program	74%	69%	78%	49%	70%
Number of individuals accessing mental health supports for assistance with reaching employment goals	260	429	429	207	350

Ontario Works (OW) is a provincially mandated program that provides financial assistance to eligible individuals and families. As shown in the following table, the 2021 projected average monthly caseload is 2,171. The Province currently funds the discretionary and mandatory benefits associated with the OW caseload. The OW program budget has increased by \$21,000 or 0.5%, mainly due to a prior year funding adjustment in the OW cost of administration and inflationary cost adjustments partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

The total OW administration program budget for 2021 is \$7.3 million, of which \$4.2 million or 57% is funded by the Region and \$3.1 million or 43% is funded by the Province. As a result of a prior year subsidy funding adjustment, the OW cost of administration funding is decreasing by \$40,000. The OW benefit costs are fully funded by the Province.

Ontario Works caseloads have decreased slightly since the onset of the COVID-19 pandemic due to federal benefits that became available to Canadians impacted by the pandemic. Once these federal benefits end in the spring 2021, an increase in Ontario Works applications is anticipated. The 2020 & 2021 projected monthly costs per OW case are projected to be less than the cost in 2019 due to caseloads increasing at a greater rate than costs. To manage anticipated workload increases, the provincial government has announced its recovery and renewal plan for social assistance. The plan includes the following four key priority areas: accelerated digital delivery solutions, including a social assistance digital application; a centralized provincial intake unit for Ontario Works; risk-based eligibility review of Ontario Works applications; and, improving access to employment and training for social assistance recipients. Prototyping for the social assistance digital application, risk-

based eligibility determination framework and centralized intake unit is anticipated to begin in October 2020 at seven municipalities. The remaining 40 municipal Ontario Works delivery agents, including Halton Region, will be on-boarded in waves concluding in April 2021.

Ontario Works	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Average monthly number of Ontario Works recipients	2,031	2,095	2,108	2,154	2,171
Gross monthly cost per Ontario Works case	\$1,060	\$1,085	\$1,116	\$1,074	\$1,089
Average length of time clients received Ontario Works assistance (in months)	21	23	25	27	28
Average number of days to determine eligibility	9	11	11	8	6
Percentage of Ontario Works recipients with employment income	14%	14%	14%	8%	9%

Low Income Financial Benefits are 100% Regionally funded benefits that promote community well-being through a variety of supports for Halton residents in financial need. These supports are demand-driven and include programs such as the Subsidized Passes for Low Income Transit (SPLIT) Program, food vouchers, recreation subsidies, funerals and other health-related benefits for low income clients. The program budget has increased by \$19,000, or 1.2%, mainly due to an increase in traditional funeral rates to align with rates paid in comparator jurisdictions.

SPLIT provides a subsidy for low-income residents so they can access affordable public transportation in Burlington, Halton Hills, Milton and Oakville. Over 6,100 passes/tickets are expected to be purchased in 2020. This number is lower than previous years as fares were not being charged by the transit operators from March to September 2020 as a result of the COVID-19 pandemic. The number of individuals purchasing passes or tickets through the SPLIT program is expected to continue to increase in 2021.

Low Income Financial Benefits	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Regional investment in Subsidized Passes for Low Income Transit (SPLIT) (\$000s)	\$439	\$449	\$561	\$520	\$520
Number of individuals who purchased a Subsidized Pass for Low Income Transit (SPLIT) pass or tickets	7,477	7,642	10,271	6,146	12,068
Regional investment in the Low-Income Program (\$000s)	\$270	\$294	\$312	\$245	\$271

Housing Services

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

Budget Impacts

The 2021 budget for Housing Services is increasing by \$104,000, or 0.3%. Without the change in allocation methodology for the governance-related costs discussed previously, the increase would have been \$259,000 or 0.7%. The budget includes an increase of \$1.9 million in Direct Costs, mainly due to COVID-19 and other related expenditures in Homelessness Prevention of \$1.3 million and increases in Assisted Housing grants to align with provincial funding, as discussed below. The decrease in Capital & Other Expenditures of \$727,000 is mainly attributed to a one-time transfer from the COVID-19 Stabilization reserve, utilizing funding anticipated to be carried over from the 2020 Safe Restart Phase 1 funding to partially fund COVID-19 cost pressures associated with Halton Region's emergency shelter program in 2021, in conjunction with federal and provincial funding. Subsidies & Revenue are increasing by \$1.0 million based on higher funding allocations for provincial programs including the Ontario Priorities Housing Initiative (OPHI) (\$572,000), the Canada-Ontario Community Housing Initiative (COCHI) (\$449,000), the Community Homelessness Prevention Initiative (CHPI) (\$189,000), and the federal Reaching Home program (\$154,000), partially offset by a decrease in Federal Block Funding for Housing Providers (\$567,000). A strategic investment is included for a Manager of Homelessness and Supportive Housing to strengthen the delivery of homelessness prevention, emergency shelter, and rapid re-housing services for vulnerable clients. This strategic investment is 100% provincially funded through CHPI program and will convert a temporary position into a permanent position, with no net Regional impact.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Housing Services								
Assisted Housing	\$ 34,313	\$ 8,271	\$ 42,584	\$ (6,957)	\$ 35,627	\$ 35,522	\$ 104	0.3%
Homelessness	8,998	(610)	8,388	(7,656)	732	732	-	0.0%
HCHC	1,578	592	2,170	(2,170)	-	-	-	0.0%
Total	\$ 44,890	\$ 8,253	\$ 53,143	\$ (16,784)	\$ 36,359	\$ 36,254	\$ 104	0.3%
2020 Budget	\$ 43,040	\$ 8,980	\$ 52,020	\$ (15,766)	\$ 36,254			
\$ Change	1,850	(727)	1,123	(1,018)	104			
% Change	4.3%	-8.1%	2.2%	6.5%	0.3%			
FTE					43.0	42.0	1.0	2.4%

Schedule may not add due to rounding.

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

Halton Region creates assisted housing opportunities for residents by acquiring new rental units through construction, the preservation of existing stock and through the provision of Regional subsidies to make rental costs more affordable. Funding related to acquiring or developing new units is in the Planning Services division capital budget.

The 2021 budget is increasing by \$104,000, or 0.3%, mainly in community housing providers due to a \$567,000 decrease in Federal Block Funding, partially offset by a reduction of \$433,000 in community housing provider grants based on provincially prescribed benchmark cost factors and market rent index (MRI), also due to the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously. On October 1, 2020, the Government of Ontario enacted legislation to freeze rent at 2020 levels through the *Helping Tenants and Small Businesses Act, 2020*. This legislation prohibits annual rent increases between January 1, 2021 and December 31, 2021. It is anticipated that the impacts of this change can be accommodated within the requested 2021 budget, and any variances for housing providers will be reconciled as part of year-end settlements. The budget also includes a transition of two community housing providers with mortgages ending to a new, rent supplement arrangement using the Halton Region funded Halton Rental Assistance Program (HRAP).

On December 19, 2019, the Canada Ontario Housing Benefit (COHB) program was announced which provides a portable housing benefit directly to eligible households to help pay their rent. Starting April 1, 2020, households under the Regionally funded Halton In-situ (HIP) program were migrated to the Provincially delivered COHB. As discussed in Report No. SS-20-20 re: "Housing Services Program Update and Comprehensive Housing Strategy 2014-2024 Annual Progress Report", with the transition of the Halton In-situ Program to the Canada Ontario Housing Benefit program, the \$400,000 in annual Regional funding for HIP will be reinvested to support the Halton Rental Assistance Program (HRAP) rent supplement program. The Regional funding for new assisted housing opportunities will continue at \$7.8 million annually, as set out in the Comprehensive Housing Strategy (CHS). Of this amount, \$6.5 million will be transferred to the Regional Housing New Units Reserve, and \$1.3 million will remain in the operating budget to support the Halton Rental Assistance Program (HRAP).

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

- Rent-geared-to-income (RGI): a subsidy made available to low-to-moderate-income residents selected from the Halton Access to Community Housing (HATCH) government assisted housing waitlist. The subsidy is calculated based on 30% of total household income. In 2020 and 2021, the Region is anticipating to provide 4,201 RGI subsidies.
- Portable Housing Benefits: provided directly to vulnerable Halton residents on the HATCH waitlist to assist them with their ongoing rental costs. At the beginning of 2020, 290 Halton residents received a portable housing benefit. Portable housing benefits allow Halton residents to remain in their homes and communities where they have established social support networks.
- Halton Rental Assistance Program (HRAP): provides funding directly to private market landlords and community agencies to make rent affordable to HATCH clients. In 2020, Halton is projected to fund 350 HRAP rent supplement opportunities. This number is projected to grow to 390 by the end of 2021.

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

Assisted Housing	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Total net operating budget for assisted housing opportunities (\$000s)	\$35,955	\$34,947	\$35,095	\$35,536	\$35,627
Total stock of assisted housing	5,060	5,123	5,171	5,231	5,308
Number of households receiving Rent-Geared-to-Income (RGI) support annually	4,193	4,200	4,199	4,201	4,201
Number of households receiving portable housing benefit support annually.	299	290	290	290	220
Number of households receiving Halton Rental Assistance Program (HRAP) support annually	276	258	278	350	390
Number of other assisted housing units supported by Halton Region annually	165	204	200	197	197
New assisted housing opportunities created in Halton (Cumulative total opportunities since 2014)	680	764	814	875	927
Annual investment in assisted housing stock (\$000s)	2,700	5,700	9,791	9,791	9,791
Percentage of new investment that is Regional funding	0%	3%	47%	47%	100%
Percentage of new investment that is Federal/Provincial funding	100%	97%	53%	53%	0%
Number of applicants on the Halton Access to Community Housing (HATCH) waitlist	3,425	3,241	3,989	4,200	4,500
Percentage of Halton Access to Community Housing (HATCH) waitlist applicants who are Halton residents	51%	48%	50%	50%	49%

The **Homelessness Prevention** program provides emergency shelter solutions, the Housing with Related Supports program, and homelessness prevention initiatives to temporarily house vulnerable residents and/or keep them housed safely in their homes.

Congregate living environments have and continue to present a high risk for COVID-19 transmission during the pandemic. Achieving safe physical distancing in congregate environments is a priority. The Region utilized hotels to pre-emptively reduce shelter populations to a safe level and house a higher number of vulnerable individuals and families during the pandemic in 2020.

There is no net change in the 2021 budget for Homelessness Prevention. As a response to the COVID-19 pandemic and to provide additional homelessness prevention and supports, additional resources of \$1.3 million are included in the 2021 budget to continue to provide safe shelter solutions within Public Health guidelines. Funding for these cost pressures includes confirmed increases of \$189,000 in CHPI funding and \$154,000 in Federal Reaching Home funding, in combination with \$187,000 in increased program revenues, and a one-time transfer of \$751,000 from the COVID-19 Stabilization reserve, which will utilize funding anticipated to be carried over from the 2020 Safe Restart Phase 1 funding. The 2021 budget also includes a strategic investment for 1.0 FTE, a Manager of Homelessness and Supportive Housing, to provide permanent oversight and operational direction to prioritize housing opportunities for Halton Region's most

vulnerable residents. This strategic investment utilizes 100% provincial funding made available under the CHPI program to convert a temporary position into a permanent position, with no net Regional impact.

The total number of individuals and families needing support through the Housing Stability Fund is expected to decrease from 2,032 in 2019 to a projected 1,675 in 2020. This reduction is primarily attributed to a previous provincial emergency order temporarily banning residential evictions and closing the Landlord and Tenant Board during the pandemic. In addition, provincial policy has directed all utility companies to cease all hydro and gas disconnections as a result of COVID-19. Demand is expected to increase, however in 2021.

Key Homelessness Prevention programs include:

- Housing Stability Fund: provides one-time financial assistance to low-income residents struggling with energy arrears, moving costs, essential furniture and/or last month's rent/rental arrears.
- Halton Housing Help: provides individuals and families with access to safe and affordable housing and connects at-risk residents to the supports they need.
- Halton Housing First: provides permanent housing and intensive case management supports to individuals and families who are experiencing chronic homelessness.
- Housing with Related Supports: provides 152 subsidized beds that give permanent housing with on-site support services for residents who cannot live independently in the community.
- The Emergency Shelter program provides temporary shelter and services to individuals and families experiencing homelessness. There are 32 beds available for homeless individuals at the Lighthouse Shelter in Oakville. Designated apartments and hotels are normally used to temporarily shelter homeless families.

The pandemic has required the Region to pre-emptively reduce capacity at the Salvation Army Lighthouse Shelter in Oakville, and the Bethany Housing with Related Supports congregate facility in Burlington to support infection control practices. This along with an overall increase in the number of homeless individuals and families during the pandemic, has doubled the emergency shelter programs' use of hotels in 2020. The Region's dependency on hotels is expected to continue for a prolonged period. The Region is exploring numerous options to increase longer-term emergency shelter capacity to address the impacts of the pandemic and recovery.

Homelessness	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Households Receiving Housing Stability Fund (HSF) Support Annually	1,746	1,925	2,032	1,675	1,925
Number of clients accessing transitional and outreach support annually	353	389	474	368	405
Number of clients accessing Halton Housing Help (HHH) annually	2,178	2,124	1,845	1,746	1,925
Number of clients in receipt of Halton Housing First (HF) support annually	24	23	19	19	22
Total number of monthly Housing with Related Supports provided annually	1,685	1,685	1,685	1,685	1,685
Emergency single shelter occupancy rate	81%	83%	84%	61%	82%
Emergency family shelter occupancy rate	68%	152%	146%	280%	150%
Percentage of households contacted that remain permanently housed 6 months after receiving funding support through the Housing Stability Fund	89%	91%	92%	87%	90%
Number of individuals and families who moved from homelessness to permanent housing	392	383	357	305	385
Number of vacancies filled using the By Name List	N/A	N/A	43	45	50

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

HCHC will continue to manage 102 units of new government assisted housing stock on behalf of Halton Region as shown in the following table. With the acquisition of 147 apartment units at The Oaklands (formerly known as Union Housing Opportunities) in 2018 (through Report No. SS-18-17), HCHC now directly manages a total of 2,210 units. HCHC's housing stock is anticipated to grow over time in conjunction with new assisted housing units created in support of the Comprehensive Housing Strategy (CHS). HCHC communities include townhouses, apartments, condominium units and several single and semi-detached dwellings. HCHC balances fiscal responsibility with keeping vulnerable populations housed. HCHC works with residents to support tenancies and promote community safety and well-being. The 2021 budget includes no net change as the costs are fully recovered by HCHC administration fees. The 2021 gross expenditures are increasing by \$35,175 or 1.6% mainly due to inflationary increases partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

Halton Community Housing Corporation (HCHC)	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Total gross operating budget for Halton Community Housing Corporation (HCHC) (\$000s)	\$24,752	\$26,435	\$26,699	\$27,454	\$27,626
Number of units in the Halton Community Housing Corporation (HCHC) portfolio	1,961	2,193	2,210	2,210	2,210
Number of Regional units managed by the Halton Community Housing Corporation (HCHC)	78	88	102	102	102
Percentage of total households who are in arrears	6%	6%	8%	12%	8%
Number of households in repayment plans	N/A	N/A	N/A	75	75
Number of residents accessing programming offered through community partnerships	N/A	N/A	N/A	2,364	3,000
Asset management state of good repair spending (\$000s)	\$4,372	\$3,100	\$4,278	\$1,238	\$4,606
Asset management state of good repair capital projects	43	50	37	39	26

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

Human Services Planning & Program Support

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

Budget Impacts

The 2021 budget reflects a net increase of \$444,000, or 5.6%, over the 2020 budget driven by an increased investment in the HRCIF of \$500,000 to meet new and emerging community needs, pivot to virtual models of service delivery, respond to public health directives from the pandemic, and address Community Safety and Well-Being issues. Without the change in allocation methodology for the governance-related costs discussed previously, the increase would have been \$528,000 or 6.6%.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Human Services Planning & Program Support								
Community Development	\$ 4,510	\$ 45	\$ 4,555	\$ -	\$ 4,555	\$ 4,051	\$ 504	12.4%
Professional Support	3,018	808	3,826	-	3,826	3,886	(60)	-1.6%
Total	\$ 7,528	\$ 852	\$ 8,381	\$ -	\$ 8,381	\$ 7,937	\$ 444	5.6%
2020 Budget	\$ 7,024	\$ 913	\$ 7,937	\$ -	\$ 7,937			
\$ Change	504	(60)	444	-	444			
% Change	7.2%	-6.6%	5.6%	0.0%	5.6%			
FTE					28.0	28.0	0.0	0.0%

Schedule may not add due to rounding.

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

A key component of the Region's overall approach to support health, safety and well-being is the HRCIF. As shown in the following table, the Region has increased HRCIF funding by \$1.5 million since 2017. The net increase of \$504,000, or 12.4%, in the 2021 budget for Community Development is mainly due to the strategic investment to increase funding for the HRCIF. In 2020, a wide range of programs have been funded to support the health, safety and well-being of the Halton

community. This includes programs to address the needs of children, youth and older adults; strengthen food security among residents with low incomes; enhance mental health; strengthen equity and inclusion; and address the small capital needs of community agencies. The fund played a key role in meeting the need of vulnerable populations to respond to the initial impact of the COVID-19 pandemic and continues to respond to a wide range of emergent issues. This includes supporting the work of the Halton Equity and Diversity Roundtable, continued investment in initiatives that are addressing Community Safety and Well-Being (CSWB) planning priorities, and grants that are strengthening how the Halton Regional Police Service and community partners work together to respond to vulnerable populations. An increased investment of \$500,000 in HRCIF funding will support Halton Region to continue to meet new and emerging community needs, pivot to virtual models of service delivery, respond to public health directives from the pandemic, and address CSWB issues.

The HRCIF is a 100% Regionally-funded program that provides single and multi-year grants to human services programs that support the health, safety and well-being of Halton residents. In 2020, the HRCIF is providing 60 grants that address community needs such as supporting mental health, maintaining housing and preventing homelessness, improving food security, enhancing safety and well-being, supporting residents vulnerable to negative social and health outcomes and strengthening services to older adults, children and youth.

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

Community Development	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Amount invested in community programs through the Halton Region Community Investment Fund (HRCIF) (\$000s)	\$2,028	\$2,378	\$2,679	\$3,000	\$3,500
Number of active HRCIF Grants	56	55	58	60	65

Professional Support provides services across the Social & Community Services department in the areas of policy and program support, business improvement, emergency social services and eligibility review, navigation supports for individuals and families, revenue recovery and records management. The Professional Support budget has decreased by \$60,000, or 1.6%, mainly due to the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

The Region is committed to ensuring accountability in the delivery of human services. The eligibility review team within this group investigates allegations of potential misrepresentation for Ontario Works (OW), Children’s Services and Housing Services. Through these investigations, it is projected that \$1,250,000 in overpayments will be identified in 2020 and subject to recovery, which will be used to offset OW benefits, fee subsidy and housing provider grants.

The provincial Social Benefits Tribunal hears appeals from people who have been determined to be ineligible for social assistance or disagree with decisions made during the administration of assistance. It is projected that 80% of decisions by the Region will be upheld by the Social Benefits Tribunal in 2020.

Professional Support	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Amount of overpayments identified by investigations into misrepresentation for clients in Housing Services, Children's Services, and Ontario Works (\$000s)	\$931	\$907	\$1,049	\$1,250	\$1,000
Percentage of social assistance review decisions upheld at Provincial Tribunal	80%	80%	82%	80%	80%

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 (LTC) homes: Allendale, Creek Way Village and Post Inn Village. LTC homes provide skilled nursing care and activities of daily living supports to 572 individuals. The division also provides Supportive Housing and Adult Day programs that enable older adults to live in their own homes longer and maintain their independence.

Budget Impacts

The 2021 Services for Seniors budget reflects a net decrease of \$220,000, or 1.1% over the 2020 budget, mainly due to the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously. Without this change, the 2021 budget for Services for Seniors would have increased by \$1.2 million or 5.8%. The LTC homes have been significantly impacted by COVID-19 and new Ministry of Long-term Care directives. This included a temporary suspension of admissions from hospitals and the community, restrictions on staff working in multiple care facilities, and a number of net new activities that required additional resourcing including entry screening and supervised/supported visitation. It is anticipated that these restrictions will continue to impact operations well into 2021. In response to the COVID-19 pandemic and to continue to strengthen resident care, strategic investments for an additional 14.4 FTEs and 10,596.6 relief hours have been included in the 2021 budget, including 6.0 FTEs Administrative Clerks to provide front desk coverage and management of building access, a Quality and Integration Coordinator, 1.4 FTEs Registered Nurses, 3.0 FTEs Personal Support Worker Coordinators, and 3.0 FTEs Life Enrichment Therapists with relief hours. COVID-19-related costs including additional personal protective equipment and temporary support from 40 Resident Care Aides for 9 months to screen visitors and cover any staffing shortages in the LTC homes have been included and funded through a one-time transfer from the COVID-19 Stabilization reserve, utilizing funding anticipated to be carried over from the Safe Restart Phase 1 funding. Subsidies & Revenue are increasing by \$2.6 million or 5.0%, due to an increase of \$753,000 in basic and preferred resident revenues to align with trends, and a provincial subsidy of \$639,000 comprised of a slight rise in Case Mix Index (CMI) and per diem funding increases. Provincial funding has been anticipated in the strategic investments based on the current funding level, however has not yet been confirmed.

The 2021 projected cost per bed/day is \$312.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Services for Seniors								
Adult Day Programs	\$ 1,603	\$ 263	\$ 1,866	\$ (1,430)	\$ 436	\$ 485	\$ (49)	-10.1%
Long-Term Care Homes	57,159	10,201	67,360	(48,517)	18,843	18,974	(132)	-0.7%
Supportive Housing Programs	3,827	328	4,155	(3,835)	319	359	(40)	-11.0%
Total	\$ 62,589	\$ 10,792	\$ 73,381	\$ (53,783)	\$ 19,598	\$ 19,818	\$ (220)	-1.1%
2020 Budget	\$ 57,444	\$ 13,588	\$ 71,032	\$ (51,214)	\$ 19,818			
\$ Change	5,146	(2,797)	2,349	(2,569)	(220)			
% Change	9.0%	-20.6%	3.3%	5.0%	-1.1%			
FTE					516.8	502.4	14.4	2.9%
Relief Hours					92,719.4	82,122.8	10,596.6	12.9%

Schedule may not add due to rounding.

Adult Day programs provide day-time social and therapeutic recreational programming for older adults living in the community. The Adult Day programs (ADP) were closed as result of COVID-19 on March 17, 2020 and are not expected to re-open until some time in 2021. ADP staff were redeployed to provide critical supports to the Regions' LTC residents. Staff also provided virtual supports to ADP clients at risk of isolation and to mitigate caregiver burnout. Client's user fees are being waived for this time period, therefore there is an anticipated decline in client revenue for 2020. The resident-client ratios required to align to COVID-19 protocols upon re-opening will impact the number of clients served and likely result in lower client user fee revenue.

The 2021 budget for the Adult Day Program includes a decrease of \$49,000 or 10.1%, mainly due to the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously. Funding provided from the Local Health Integration Network (LHIN) for the Adult Day programs has been held at the 2018 level of \$1.2 million, and funds 76% of the Adult Day programs in 2021.

Adult Day Programs	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Total gross operating cost of Regional Adult Day programs (\$000s)	\$1,422	\$1,579	\$1,610	\$1,837	\$1,866
Number of clients served	142	151	143	100	130
Overall satisfaction with the quality of care and service	100%	100%	92%	92%	92%

Long-Term Care (LTC) homes provide high quality care and accommodation to older adults who are no longer able to live on their own. This is achieved through 571 LTC beds and 1 respite bed used for short-term use, and the Production Kitchen which prepares meals for Halton's three LTC homes, the Adult Day programs, and the Meals on Wheels program which provides meals for older adults in the Milton and Halton Hills communities.

LTC homes have been significantly impacted by COVID-19 and new Ministry of Long-term Care directives. This included a temporary suspension of admissions from hospitals and community, restrictions on staff working in multiple care facilities, and a number of net new activities that required additional resourcing including entry screening and supervised/supported visitation. It is anticipated that these restrictions will continue to impact operations well into 2021.

The 2021 LTC homes budget reflects a net decrease of \$132,000 or 0.7% over the 2020 budget mainly due to an increase of \$753,000 in basic and preferred resident accommodation revenue to align with trends, an increase in subsidy of \$639,000 comprised of a slight rise in Case Mix Index (CMI) and per diem funding adjustments, and a decrease due to the change in allocation methodology for Corporate Support costs, partially offset by inflationary cost adjustments to maintain service levels. In response to the COVID-19 pandemic and to continue to strengthen resident care, strategic investments for an additional 14.4 FTEs and 10,596.6 relief hours have been included in the 2021 budget, including 6.0 FTEs Administrative Clerks to provide front desk coverage and management of building access, a Quality and Integration Coordinator to support and enhance the Continuous Improvement/Risk Management team, 1.4 FTEs Registered Nurse to maintain clinical leadership at the LTC homes, 3.0 FTEs Personal Support Worker Coordinators to enable Personal Support Workers to have a dedicated support resource, and 3.0 FTEs Life Enrichment Therapists with relief hours to enhance the Life Enrichment program and ensure coverage is delivered 7 days a week. Provincial funding has been anticipated in the strategic investments based on the current funding level; however, has not yet been confirmed. COVID-19 related costs including additional personal protective equipment and temporary support from 40 Resident Care Aides for 9 months to screen visitors and cover any staffing shortages in the LTC homes have been included and funded through a one-time transfer from the COVID-19 Stabilization reserve, utilizing funding anticipated to be carried over from the Safe Restart Phase 1 funding.

In the base budget, subsidies are increasing by \$639,000 as a result of a slight rise in Case Mix Index (CMI) and per diem funding adjustments. The 2020/2021 re-indexing of eligible CMI funding by the Ministry of Long-Term Care (MLTC) in subsidy received is 92.7% of the calculated care needs of residents. The MLTC defines the CMI as a numeric value assigned to an LTC home and is used as a measure of the care requirements of residents.

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

As shown in the table below, the 2021 budget includes a total of 90,984 relief hours, which is an increase of 10,596.6 from the 2020 budget due to a strategic investment for Life Enrichment Therapist relief hours to enhance the Life Enrichment program and ensure coverage is delivered 7 days a week. The following table reflects the allocation of budget, FTEs and relief hours for each LTC home and Meals on Wheels.

Long-Term Care Homes						
\$000's	2021			2020		
	\$	FTE	RELIEF HOURS	\$	FTE	RELIEF HOURS
Gross Cost						
Allendale	\$ 20,302	188.1	16,064	\$ 18,572	184.1	12,532
Creek Way Village	15,191	124.9	31,253	13,565	118.5	27,721
Post Inn Village	21,577	179.7	43,666	19,810	175.7	40,134
Meals on Wheels	88	1.2	-	87	1.2	-
Total Direct Cost	57,159	493.8	90,984	52,034	479.4	80,387
Corporate Charges & Financing	10,201			12,888		
Total Gross Cost	67,360			64,922		
Subsidies & Revenues						
Allendale	(16,813)			(15,811)		
Creek Way Village	(12,536)			(11,754)		
Post Inn Village	(19,027)			(18,241)		
Meals on Wheels	(143)			(143)		
Total Subsidies & Revenues	(48,517)			(45,948)		
Net Tax Impact						
Allendale	7,720			7,982		
Creek Way Village	4,509			4,586		
Post Inn Village	6,589			6,383		
Meals on Wheels	23			23		
Total Net Tax Impact	\$ 18,843			\$ 18,974		

The 10-year capital program includes \$6.6 million over the next 10 years, which is \$2.2 million lower than the 2020 10-year program, due to the construction proceeding for the Production Kitchen at Allendale and the receiving kitchen at Post Inn Village.

Services for Seniors Capital Program							
(\$ Millions)	2021	2022	2023	2024	2025	2026 - 2030	Total
LTC Facility Equip. Replacement	0.65	0.65	0.65	0.65	0.65	3.37	6.62
Total	\$ 0.65	\$ 0.65	\$ 0.65	\$ 0.65	\$ 0.65	\$ 3.37	\$ 6.62

Schedule may not add due to rounding.

In addition, the Region expects to continue to receive a total of \$1.4 million in provincial capital subsidies in 2021, which will be transferred to the Regional capital reserve to repay the Region's initial financing of the LTC Homes and future replacement. This is consistent with the funding strategy for LTC Homes. The Region

invested \$58.0 million in the construction of the Post Inn Village and Creek Way Village LTC Homes between 2000 and 2005. The provincial subsidy is expected to continue over the next 9 years.

The Services for Seniors capital program is funded from reserves, which will be replenished from annual operating transfers. The 2021 budget includes capital financing (i.e., transfer to reserves) of \$2.2 million.

As shown in the following table, 730 residents are projected to be served at the Regional LTC Homes in 2020, and 93% of residents and families would recommend the LTC homes.

Long-Term Care Homes	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Total gross operating cost of the 3 Regional Long-Term Care Homes (\$000s)	\$59,678	\$61,930	\$62,954	\$67,697	\$65,069
Percentage of Long-Term Care Homes operating budget from Regional investment	29%	29%	28%	31%	28%
Cost of a bed/day in Regionally operated Long-Term Care Homes	\$286	\$297	\$302	\$324	\$312
Overall satisfaction with the quality of care and service	86%	91%	91%	93%	95%
Number of beds at LTC Homes	572	572	572	572	572
Number of residents served at Regionally operated Long-Term Care Homes	722	769	759	730	735
Percentage of municipal long-term care beds per population over 75 years of age	5%	5%	5%	5%	5%
Allendale - Funded CMI	105%	111%	112%	114%	114%
Post Inn Village - Funded CMI	102%	107%	108%	110%	110%
Creek Way Village - Funded CMI	111%	114%	112%	114%	114%

Supportive Housing programs provide in-home care and support to older adults living in four designated housing buildings (Martin House, John R. Rhodes, Bonnie Place and Wellington Terrace). As shown in the following table, in 2020, the Supportive Housing programs provided personal support services to 225 Halton residents allowing them to remain safely living at home. The Supportive Housing program was recognized by 98% of its clients as a program that meets their needs and allows them to remain living in the community.

The 2021 budget for Supportive Housing programs includes a net decrease of \$40,000, or 11.0%, mainly due to the change in allocation methodology for Corporate Support costs, as discussed previously. Funding in the amount of \$3.8 million is provided through the LHIN and remains at the 2019 level, which funds 91% of total Supportive Housing programs.

Supportive Housing	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Total gross operating cost of Supportive Housing (\$000s)	\$4,033	\$4,075	\$4,269	\$4,272	\$4,155
Amount of Regional funding for Supportive Housing programs (\$000s)	\$287	\$233	\$401	\$437	\$319
Amount of LHIN funding for Supportive Housing programs (\$000s)	\$3,690	\$3,745	\$3,763	\$3,763	\$3,763
Number of clients served at Regionally operated Supportive Housing locations (1+2+3+4)	250	258	247	225	230
Number of clients served at Bonnie Place (1)	63	75	69	55	58
Number of clients served at Wellington Terrace (2)	57	54	54	50	52
Number of clients served at Martin House (3)	62	59	62	60	62
Number of clients served at John Rhodes Residence (4)	68	70	62	60	62
Overall Satisfaction with the quality of care and service	100%	96%	98%	98%	98%

Halton Region

Budget and Business Plan 2021

Legislative & Planning Services

Legislative & Planning Services Department

The Legislative & Planning Services department provides land use planning and growth management direction, economic development, small business services, tourism promotion, and heritage services. The department consists of three divisions: Planning Services, Economic Development, and Legal Services. The Legal Services budget is reported through Corporate Administration where the net expenditures have been allocated to program budgets to show the full cost of program delivery. The 2021 budget for Legal Services is discussed in the Corporate Administration section.

Budget Impacts

The Legislative & Planning Services 2021 budget reflects a net increase of \$214,000, or 1.4%, over the 2020 budget. Direct Costs are increasing by \$130,000, or 1.3%, primarily due to inflationary increases partially offset with the introduction of a vacancy allowance in the compensation budget. Capital & Other Expenditures are increasing by \$113,000, or 1.6%, primarily due to capital financing costs related to projects such as Regional Official Plan (ROP) Implementation, Burloak Waterfront Park, and Regional Wayfinding, partially offset with the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously. Subsidies & Revenue are increasing by \$29,000, or 2.1%, primarily due to an increase in application fee revenue to reflect an anticipated increase in application requests.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Legislative & Planning Services								
Planning Services	\$ 7,298	\$ 6,012	\$ 13,309	\$ (1,158)	\$ 12,151	\$ 11,893	\$ 258	2.2%
Economic Development	2,932	1,152	4,084	(238)	3,845	3,890	(44)	-1.1%
Total	\$ 10,229	\$ 7,164	\$ 17,393	\$ (1,396)	\$ 15,996	\$ 15,782	\$ 214	1.4%
2020 Budget	\$ 10,099	\$ 7,051	\$ 17,150	\$ (1,367)	\$ 15,782			
\$ Change	130	113	243	(29)	214			
% Change	1.3%	1.6%	1.4%	2.1%	1.4%			
FTE					66.0	66.0	0.0	0.0%

Schedule may not add due to rounding

Planning Services

The Planning Services division is responsible for Regional land use planning, growth management and environmental protection through development and implementation of the Regional Official Plan (ROP). The ROP is implemented through development review, protection of the Region's Natural Heritage System, the Allocation Program (Greenfield Development) and the securement of assisted housing.

Budget Impacts

The Planning Services 2021 budget reflects a net increase of \$258,000, or 2.2%, over the 2020 budget. Direct Costs are increasing by \$116,000, or 1.6%, primarily due to an increase for consulting services to address continued pressures partially offset with the introduction of a vacancy allowance in the compensation budget. Capital & Other Expenditures are increasing by \$191,000, or 3.3%, primarily due to capital financing costs related to the ROP Implementation projects and Burloak Waterfront Implementation, partially offset with the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously. Without this change in allocation methodology, the overall increase in Planning Services would have been \$329,000 or 2.8%. Subsidies & Revenue are increasing by \$49,000, or 4.4%, primarily due to an increase in application fee revenue to reflect an anticipated increase in application requests.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Planning Services								
Planning Policy Development & Implementation	\$ 2,421	\$ 1,695	\$ 4,117	\$ -	\$ 4,117	\$ 4,165	\$ (48)	-1.1%
Development Approval	2,957	3,081	6,038	(909)	5,129	4,857	272	5.6%
Environmental Protection	1,919	1,235	3,154	(250)	2,905	2,870	34	1.2%
Total	\$ 7,298	\$ 6,012	\$ 13,309	\$ (1,158)	\$ 12,151	\$ 11,893	\$ 258	2.2%
2020 Budget	\$ 7,182	\$ 5,820	\$ 13,002	\$ (1,110)	\$ 11,893			
\$ Change	116	191	307	(49)	258			
% Change	1.6%	3.3%	2.4%	4.4%	2.2%			
FTE					49.0	49.0	0.0	0.0%

Schedule may not add due to rounding

Planning Policy Development & Implementation is responsible for Regional land use planning and growth management through development and implementation of the ROP. The 2021 program budget is decreasing by \$48,000, or 1.1%, mainly due to the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

The ROP is Halton's guiding document for land use planning. It contains the goals, objectives, and policies that manage growth and direct physical change and its effects on the social, economic and natural environment of the Region. The ROP is reviewed periodically to ensure that it remains responsive to Halton's needs and

the vision of Regional Council. A comprehensive update to the ROP is currently underway and is expected to be brought forward in staged amendments for Regional Council approval starting in 2021.

Under 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 following table, the Region has consistently ensured that 50% of the Region’s land is maintained in the Natural Heritage System.

Planning Policy Development & Implementation	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Percent of Region Maintained in Natural Heritage System	50%	50%	50%	50%	50%
Percent of Growth in Intensification Areas	30%	37%	33%	35%	37%

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. Development activity in greenfield areas is anticipated in North Oakville and Milton, contributing to the upwards trend in 2020 and 2021.

Development Approval involves professional advice and recommendations on all local municipal planning applications as well as the preparation of area servicing plans. Development review and approval is undertaken by the Community Planning unit in Planning Services. The development approval service area also includes the implementation of the Regional Waterfront Parks program. The 2021 program budget is increasing by \$272,000, or 5.6%, primarily due to an increase in consulting services to address continued pressures, additional support for source water protection, and increased capital financing costs related to the Burloak Waterfront Park and Regional Official Plan implementation, partially offset by an increase in application fee revenue to reflect an anticipated increase in application requests, the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

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

Development Approval	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Development Applications	856	795	695	800	875
Number of New Housing Completions	5,557	4,492	3,208	2,439	3,400

Environmental Protection includes the environmental planning, forestry and hydrology portfolios, and provides integrated web-mapping services in support of the ROP. As discussed above, a minimum of 50% of the Region has been maintained and will continue to be maintained in the Natural Heritage System. The 2021

program budget is increasing by \$34,000 or 1.2% primarily due to inflationary increases, partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

The Woodlands Stewardship Program was developed to assist landowners with establishing woodland plantations, the preparation of forest management plans and tree marking services. As seen in the following table, it is estimated that the applications for 2021 will increase from 2019 actuals due to anticipated increase in private landowner interest as well as the availability of provincial funding.

Environmental Protection	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Applications for the Woodlands Stewardship Program	34	17	10	23	23

Planning Services Capital Budget & Forecast

The 2021 budget also provides funding to support the following capital projects.

Planning Services Capital Program							
(\$ Millions)	2021	2022	2023	2024	2025	2026 - 2030	Total
ROP Update & Implementation	\$ 0.20	\$ 0.10	\$ 1.10	\$ 2.20	\$ 1.70	\$ 7.30	\$ 12.60
Planning Litigation - LPAT and Other Hearings	1.50	2.00	1.00	1.00	1.00	6.50	13.00
Burlington Waterfront Master Plan Implementation	1.70	5.95	24.00	-	-	9.25	40.90
Assisted Housing Development	9.40	9.45	9.45	11.20	10.00	50.00	99.50
Forest Management Program	0.02	0.02	0.02	0.02	0.02	0.10	0.20
20-Year Forest Management Plan	-	-	0.15	-	-	-	0.15
Vehicle Replacement	-	-	-	0.04	-	-	0.04
Total	\$ 12.82	\$ 17.52	\$ 35.72	\$ 14.46	\$ 12.72	\$ 73.15	\$ 166.39

Schedule may not add due to rounding.

The \$166.4 million 10-year Planning Services capital program is \$4.7 million higher than the 2020 program primarily due to increased costs related to the Burlington Beach Master Plan.

The ROP Update and Implementation requires \$12.6 million over the next 10 years, with \$0.2 million allocated in 2021. The plan updates will address policy updates of the Greenbelt Plan, Places to Grow, and the Provincial Policy Statement. The ROP Implementation will address implementation issues arising from the 5-year

plan updates. This program will be financed from development charges (DCs) (49.5%) and the Tax Capital Reserve, which will be replenished from annual operating transfers.

The total 10-year budget allocated for Planning Litigation (LPAT & Other hearings) is \$13.0 million to support a number of pending or likely LPAT and Joint Board Hearings of which \$1.5 million is planned for 2021. The significant files to be addressed in 2021 are: CN Logistics Hub, Glen Abbey, North Aldershot/Eagle Heights, and potential proposed aggregate extractions. This program is financed from the Tax Capital Reserve.

The Burlington Waterfront Master Plan Implementation (LPS54-15 & LPS59-15) requires \$40.9 million over the 10-year period. The success of the Burlington Beach acquisition program along with favourable real estate market conditions has resulted in the \$1.0 million increase to the land acquisition phase of the capital project (T5800D). As identified in LPS88-20 (Burlington Beach Regional Waterfront Park Update), a consultant is required to provide expertise in transmission design in order to better inform discussions with Hydro One Networks Inc. and support Council's future decision making with respect to hydro line burial or relocation. Once obtained, the technical studies and construction drawings can be completed and, as a result, the Hydro Relocation costs have been deferred to 2023 from 2022 and increased by \$10.8 million to the mid-level cost estimate provided by Hydro One's Class 5 Estimate.

The Assisted Housing Development program requires \$99.5 million over the next 10 years, with \$9.4 million allocated in 2020, to deliver new assisted and affordable housing units in Halton in accordance with the updated Comprehensive Housing Strategy (CHS) (SS-21-13). The 2021-2024 capital budget aligns with the CHS 2014-2024 – Five Year Review (SS-19-19/LPS86-19). This program will be funded from the Housing New Units reserve and DCs.

The Forest Management program requires \$0.2 million over the next 10 years to address improvements to the Regional Forests as set out in the Regional Forest Master Plan (PPW96-06). The required funding is provided from the Forest Agreement reserve, which is supported by an aggregate lease (Cox Tract Haul Route) and royalty revenues collected in the operating budget.

Based on the above, the total capital financing included in the 2021 budget totals \$2.3 million, which is a \$0.14 million increase from the 2020 budget. This includes planned increases to support the ROP Implementation, 20-Year Forest Management Plan and Burloak Waterfront Park.

Economic Development

The Economic Development division stimulates job growth and economic development in Halton, thereby contributing to the quality of life for Halton residents. The division provides services to support Halton businesses to start up, recover, expand and go global, attracts non-residential development, implements the cycling tourism strategy and delivers Heritage Services.

Budget Impacts

The Economic Development 2021 budget reflects a net decrease of \$44,000, or 1.1%. Direct Costs are increasing by \$15,000, or 0.5%, primarily due to inflationary increases partially offset with the introduction of a vacancy allowance in the compensation budget. Capital & Other Expenditures are decreasing by \$78,000, or 6.4%, mainly due to the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously. Without this change in allocation methodology, the overall increase in Economic Development would have been \$208,000 or 5.3%. Subsidies & Revenue are decreasing by \$20,000, or 7.6%, primarily due to a reduction in anticipated program revenue based on trends and impacts of the COVID-19 pandemic.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Economic Development								
Business Attraction & Retention	\$ 1,228	\$ 723	\$ 1,950	\$ (2)	\$ 1,949	\$ 2,008	\$ (59)	-2.9%
Small & Medium Enterprise Development	924	156	1,080	(236)	844	808	36	4.4%
Heritage Services	780	273	1,053	-	1,053	1,074	(21)	-1.9%
Total	\$ 2,932	\$ 1,152	\$ 4,084	\$ (238)	\$ 3,845	\$ 3,890	\$ (44)	-1.1%
2020 Budget	\$ 2,917	\$ 1,230	\$ 4,147	\$ (258)	\$ 3,890			
\$ Change	15	(78)	(64)	20	(44)			
% Change	0.5%	-6.4%	-1.5%	-7.6%	-1.1%			
FTE					17.0	17.0	0.0	0.0%

Schedule may not add due to rounding

Business Attraction & Retention provides a range of services to attract and facilitate new non-residential development and job growth. Services include providing data and insight into Halton's economy, labour force and demographics, undertaking industry and competitiveness research, assisting with investment inquiries and site selection and providing concierge support through Regional development approvals to foster new non-residential development and business expansions. The section undertakes Halton-wide marketing and communications activities and supports Local Municipal partners in delivering investment-ready employment lands. The 2021 program budget is decreasing by \$59,000 or 2.9%, primarily due to the change in allocation methodology of governance-related Corporate Support costs and due to the introduction of a vacancy allowance in the compensation budget, partially offset by inflationary increases.

As shown in the following table, non-residential development in Halton has been strong based on ongoing economic growth in the region, however the COVID-19 pandemic is expected to affect development in 2020 with a return to the average annual development in 2021. Similarly, the number of business and jobs in Halton is expected to be negatively affected in 2020 by the COVID-19 pandemic, with a return to average levels in 2021.

Business Attraction & Retention	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Amount of Non-Residential Gross Floor Area Built in Halton (Million Sq. Ft.)	2.4	3.8	2.9	2.4	3.0
Number of Businesses in Halton	13,413	13,296	13,650	13,500	13,750
Number of Jobs in Halton (000s)	232	229	241	235	239

Small & Medium Enterprise Development delivers entrepreneurship programs, provides business support resources, as outlined in the Region's 2012-2021 Economic Development Strategy and implements the cycling tourism strategy. The Region's Small Business Centre provides support services to help Halton entrepreneurs to start up, grow and recover and through the Global Business Centre program to expand and go global. Services include free one-on-one business consultations, coaching for starting, managing or growing a small business, exporting support, assistance with business registration, resources and information about government programs, including COVID-19 resources for businesses, webinars, and entrepreneurial training programs. The 2021 program budget is increasing by \$36,000, or 4.4%, primarily due to commencing payback of Regional wayfinding and inflationary increases partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

As shown in the following table, the number of one-on-one business consultations, which is generally driven by community growth, has remained fairly constant over the past few years. 2020 and 2021 are expected to remain constant with business consultations having shifted from in-person to virtual meetings as a result of COVID-19.

Small & Medium Enterprise Development	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of unique Small Business Consultations Conducted Annually	655	1,063	962	945	975
Number of unique Global Business Centre Consultations Conducted Annually	N/A	25	46	45	50

Heritage Services is responsible for the preservation of the material and cultural heritage of Halton Region. The program area shares knowledge of Halton's historical and natural world and encourages discovery, appreciation and understanding of the region's heritage. Heritage Services undertakes professional collection management, research, exhibit development and educational programming in support of local Halton heritage partners. Initiatives in 2021 include a critical review of the historical collection and an update to the Heritage Services Master Plan. The 2021 program budget is decreasing by \$21,000, or 1.9%, primarily due to lower

building costs resulting from the removal of propane-fueled furnaces no longer in use, as well as the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously

Economic Development Capital Budget & Forecast

The 2021 budget also provides funding to support the following capital project.

Economic Development Capital Program							
(\$ Millions)	2021	2022	2023	2024	2025	2026 - 2030	Total
Halton Heritage Centre	\$ -	\$ 8.00	\$ -	\$ -	\$ -	\$ -	\$ 8.00
Total	\$ -	\$ 8.00	\$ -	\$ -	\$ -	\$ -	\$ 8.00

Schedule may not add due to rounding.

The construction of the Halton Heritage Centre (LPS62-14) is deferred to 2022 and requires an estimated \$8.0 million. Staff will update the Heritage Services Master Plan prior to the Halton Heritage Centre proceeding.

Halton Region

Budget and Business Plan 2021

Public Works - Tax

Public Works Department - Tax

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

Budget Impacts

The 2021 budget is increasing by \$926,000 or 0.9%, which is comprised of increases of \$920,000 for Road Operations and \$6,000 for Waste Management. Direct costs are increasing by \$1.6 million or 2.7%, and include an increase of \$741,000 for regional and local road maintenance contracts, \$421,000 for waste management contracts, and a strategic investment for a Road Operations Coordinator to manage the Region's storm sewer infrastructure. Capital & Other Expenditures are decreasing by \$490,000 mainly due to the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously, partially offset by an increase in operating contributions to fund the Road Resurfacing and State-Of-Good-Repair capital programs. Subsidies & Revenues are increasing by \$224,000 resulting from increased blue box stewardship funding and higher recoveries from third parties for regional property damage

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021-2020	
Waste Management & Road Operations								
Waste Management	\$ 40,843	\$ 11,527	\$ 52,370	\$ (8,096)	\$ 44,274	\$ 44,268	\$ 6	0.0%
Road Operations	22,408	36,081	58,489	(485)	58,004	57,084	920	1.6%
Total	\$ 63,250	\$ 47,608	\$ 110,859	\$ (8,581)	\$ 102,278	\$ 101,352	\$ 926	0.9%
2020 Budget	61,610	48,098	109,708	(8,357)	101,352			
\$ Change	1,640	(490)	1,150	(224)	926			
% Change	2.7%	-1.0%	1.0%	2.7%	0.9%			
FTE					83.0	82.0	1.0	1.2%

Schedule may not add due to rounding.

Waste Management

Waste Management is responsible for an integrated and sustainable waste management system of collection, processing and disposing of municipal solid waste for approximately 205,300 residential dwelling units, 8 designated Business Improvement Areas (BIAs), and 2,200 commercial locations, as well as the operation and maintenance of the Halton Waste Management Site (HWMS) and 11 closed landfills.

Budget Impacts

The 2021 Waste Management budget reflects a net increase of \$6,000 over the 2020 budget. Direct costs are increasing by \$504,000 or 1.2%, driven by an increase of \$421,000 for waste management contracts and \$80,000 in professional fees for a waste collection feasibility study. Capital & Other Expenditures are decreasing by \$380,000 mainly due to the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously, partially offset by increased operating contributions to fund the State-Of-Good-Repair capital program. Without the change in allocation methodology for the governance-related costs, the overall increase in Waste Management would have been \$950,000 or 2.1%. Subsidies & Revenues are increasing by \$117,000 resulting from increased blue box stewardship funding.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021-2020	
Collection	\$ 26,804	\$ 4,160	\$ 30,963	\$ (5,835)	\$ 25,128	\$ 24,966	\$ 162	0.6%
Processing / Transfer	10,068	(1,227)	8,841	(187)	8,654	8,940	(286)	-3.2%
Residual Management	3,971	8,594	12,566	(2,074)	10,492	10,362	130	1.3%
Total	\$ 40,843	\$ 11,527	\$ 52,370	\$ (8,096)	\$ 44,274	\$ 44,268	\$ 6	0.0%
2020 Budget	40,339	11,908	52,247	(7,979)	44,268			
\$ Change	504	(380)	123	(117)	6			
% Change	1.2%	-3.2%	0.2%	1.5%	0.0%			
FTE					41.0	41.0	-	0.0%

Schedule may not add due to rounding

Halton's robust waste management strategy to reduce the amount of waste going to landfills each year is continuing to have a positive impact, and along with the efforts of residents, Halton Region continues to be a leader in waste diversion. The diversion rate is targeted at 57% in 2021, and in combination with the anticipated

continuing decline in the amount of garbage being generated, will continue to extend the landfill lifespan and defer the significant capital investment required to expand the landfill capacity.

As reported to Council in Report No. PW-12-18 re: “Solid Waste Management Strategy Short Term Options”, key initiatives will continue to be implemented in 2021, including enhanced promotion and education of waste diversion programs and services, development of a food waste minimization strategy, and optimization of the Halton Waste Management Site to improve the customer experience.

As reported to Council through Report No. PW-30-20 re: “Proposed Regulations for Producer Responsible Blue Box Programs” the Province of Ontario has a proposed regulation for consultation that requires producers of all categories of Blue Box material to be responsible for the collection, management, promotion and education, registration, reporting and auditing of their products and to meet specific diversion targets. The Blue Box Transition Schedule has identified the year 2025 as the year when Halton Region will transition the Blue Box program to full producer responsibility, which aligns with the recommended transition date as identified in Report No. PW-07-20 re: “Blue Box Transition Update”. Staff will continue to participate with the Association of Municipalities of Ontario and the Municipal 3R’s Collaborative in the preparation of transition to full producer responsibility. Halton Region will be involved in discussions and preparations for the transition to full producer responsibility with a goal to ensure no disruption to waste collection services, a seamless transition and the continuation of cost effective waste programs and services that increase waste diversion from landfill, place a priority on customer service, and are easily accessible to all residents.

Collection Services include residential pickup of garbage, blue box, organics, bulk waste, metal items and appliances, yard waste and Christmas trees. The 2021 budget is increasing by \$162,000 or 0.6%, largely driven by inflationary contract increases and a 1.0% increase in budgeted tonnages, partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

As shown in the table below, total collected waste is projected to be 172,000 metric tonnes in 2021. The collection costs per metric tonne are increasing slightly due to the annual price adjustment for inflation. Customer satisfaction and confidence in the Region’s waste collection programs and services remains high and continues to be a priority.

Collection	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Resident Complaints Received Regarding the Collection of Waste Materials per 1,000 Households	49	49	47	52	47
Metric Tonnes of Solid Waste Collected (000s)	170	171	172	175	172
Average Cost / Metric Tonne of Materials Collected	\$134	\$140	\$141	\$142	\$146

Processing/Transfer Services represents the programs that support the diversion of waste materials from landfills and the recovery of resources that can be recycled and composted. The 2021 budget is decreasing by \$286,000 or 3.2% due to lower green bin processing costs arising from favourable pricing under the new organics processing contract that commences in January 2021 with a 5-year agreement as identified in Report No. PW-17-20 re: “2019 Year End Waste Management Report”, partially offset by increased costs for blue box processing arising from lower prices for the sale of blue box materials, increased residue rates, and inflationary increases. As discussed in PW-17-20, the amount of residual waste in the Blue Box program has increased due to the National Sword import policy implemented in 2018 that banned certain waste materials and established very strict contamination limits on recyclable material. This has posed significant challenges on municipal Blue Box programs to meet market conditions and handle the additional residual waste. As a result, blue box market prices continue to fluctuate.

Processing / Transfer	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Market Price of Recycled Materials per Tonne	\$156	\$118	\$90	\$90	\$90
Average Cost of Recyclables Processed (per Metric Tonne)	\$34	\$57	\$59	\$55	\$60
Average Cost to Haul and Process Green Bin Material	\$147	\$159	\$144	\$143	\$138

Residual Management facilitates the operation and maintenance of open and closed landfills within Halton. The 2021 budget is increasing by \$130,000 or 1.3%, mainly due to increased operating contributions to fund the state-of-good-repair capital program.

The 2021 budget continues to provide funding to open the landfill site on Sundays from May to June. As shown in the table below, the Region continues to maintain high waste diversion rates and low garbage generation rates resulting in an extension of the life of the existing landfill, which is now projected to last to between 2044 and 2048. As reported through Report No. PW-17-20, Halton residents continue to support and participate in waste diversion programs, however, Halton Region's waste diversion rate has reached a plateau that is not expected to increase without additional enhancements to the diversion program.

Residual Management	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Tonnes of Waste (including Residual) Managed and/or Handled at Landfill	89,818	93,496	97,785	99,000	98,000
Halton Waste Management Site Tip Fee	\$165	\$165	\$165	\$170	\$170
Residential Solid Waste Diversion Rate	58.1%	58.5%	57.5%	57.0%	57.0%

Capital Budget & Forecast

The 2021 Waste Management budget provides funding to support the following capital projects.

Waste Management Capital Program							
(\$Millions)	2021	2022	2023	2024	2025	2026 - 2030	Total
Cell Construction & Gas System	\$ 0.55	\$ 0.62	\$ 2.02	\$ 0.17	\$ 2.98	\$ 15.79	\$ 22.13
Buffer Lands & Other	0.27	0.77	0.71	0.55	0.12	2.51	4.93
Transfer Facility (Organics Prgrm)	-	0.30	7.10	-	-	0.20	7.60
Closed Landfill Studies, SCADA, etc	0.25	0.05	0.15	0.35	-	0.15	0.95
Studies, Technology & Other	0.05	-	0.15	0.01	-	1.18	1.39
Equipment & Vehicles	-	0.12	3.12	0.37	0.09	4.17	7.86
Total	\$ 1.12	\$ 1.87	\$ 13.25	\$ 1.45	\$ 3.18	\$ 23.99	\$ 44.86

Schedule may not add due to rounding.

The \$44.9 million 10-year Waste Management capital program is \$1.8 million lower than the 2020 program, mainly due to the HWMS Optimization Implementation (PW-12-18) moving into the construction phase. A total of \$22.1 million has been identified for the landfill cell constructions and gas system installations over the next 10 years, including \$15.0 million for Cell 4 West construction in 2027. In addition, \$7.1 million has been earmarked for transfer facility construction in 2023, to support growth and timely collection of green cart and blue box material. The remaining program also includes buffer land purchases (\$4.9 million), vehicles and equipment (\$7.9 million for bulldozers and compactors etc.) and studies, structural maintenance at the Halton Waste Management Site, and closed landfills (\$1.0 million).

The \$1.1 million 2021 Waste Management capital program is \$0.2 million higher than the 2021 forecast included in the 2020 budget mainly due to acceleration of Road Upgrades and Surfacing at the Halton Waste Management Site offset by the deferral of Phase 2 of the Halton Waste Management Site Optimization.

Funding for the program is initially provided from capital reserves (i.e. Tax Capital, Vehicle and Equipment reserves), which are then replenished through annual operating contributions. The capital financing in the operating budget has increased by \$128,000 to support the state-of-good-repair program in 2021 to \$7.4 million which also includes a \$1.3 million reserve transfer to secure future landfill capacity based on the financing plan approved by Council in the 2006-2010 Waste Management Strategy (PPW91-05/CS-81-05).

Road Operations

Road Operations includes all aspects of the Regional transportation system including the planning, design, construction, operations, maintenance and overall management of road and related infrastructure of approximately \$1.2 billion in assets. The Regional transportation system includes 1,151 lane kilometres of major arterial roads, 269 signalized intersections, 292 bridges and major culverts, and 6,767 streetlights to be maintained in 2020.

The 2021 budget includes Asset Management, Active Transportation Master Plan implementation and enhanced safety measures to improve the Region's transportation network. Asset Management activities include monitoring asset conditions as well as developing and implementing infrastructure renewal plans through the Asset Management program.

Budget Impacts

The 2021 Road Operations budget reflects a net increase of \$920,000 or 1.6% over the 2020 budget, which is driven by an increase of \$1.1 million or 5.3% in Direct Costs which includes an increase of \$741,000 in road maintenance contracts to reflect inflation and lane kilometre growth, and a strategic investment for a Road Operations Coordinator to manage the Region's storm sewer infrastructure. Capital & Other Expenditures are decreasing by \$109,000 or 0.3% mainly due to the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously, partially offset by an increase in the transfer to fund road resurfacing. Without the change in allocation methodology for the governance-related costs, the overall increase in Road Operations would have been \$1.3 million or 2.3%. Subsidies & Revenues are increasing by \$107,000 to reflect higher recoveries from third parties for damages to regional property.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021-2020	
Road Operations & Maintenance	\$ 13,059	\$ 9,783	\$ 22,842	\$ (244)	\$ 22,598	\$ 21,869	\$ 728	3.3%
Traffic Control & Safety	4,606	1,699	6,305	(130)	6,175	5,984	191	3.2%
Infrastructure Management	4,743	24,599	29,341	(110)	29,231	29,230	1	0.0%
Total	\$ 22,408	\$ 36,081	\$ 58,489	\$ (485)	\$ 58,004	\$ 57,084	\$ 920	1.6%
2020 Budget	21,271	36,190	57,461	(378)	57,084			
\$ Change	1,137	(109)	1,027	(107)	920			
% Change	5.3%	-0.3%	1.8%	28.3%	1.6%			
FTE					42.0	41.0	1.0	2.4%

Schedule may not add due to rounding

Road Operations & Maintenance includes services for winter maintenance, summer maintenance, road resurfacing, pedestrian and bicycle travel, and storm water management. The 2021 budget is increasing by \$728,000 or 3.3%, mainly driven by increases in regional and local road maintenance contracts, a strategic investment for a Road Operations Coordinator to manage the Region's storm sewer infrastructure, and an increase in the transfer to fund road resurfacing which is discussed below. These increases are partially offset with the introduction of a vacancy allowance in the compensation budget, and the change in the allocation methodology of governance-related Corporate Support costs, as discussed previously.

Roads Operations & Maintenance	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Pavement Quality Index of Regional Roads	77.7%	77.1%	76.3%	76.4%	75.4%
Lane KM of Road Resurfaced	31	36	30	36	40
Number of (lane) Kilometers of New Active Transportation Infrastructure on Regional Roads (On Road ATMP)	3	23	8	19	9
Road Lane Kilometres	1,109	1,116	1,131	1,151	1,153
Road Resurfacing Expenditures (\$000s)	\$6,142	\$8,289	\$8,625	\$9,539	\$9,710
Number of Customer Service Enquiries	1,259	1,636	1,434	1,400	1,400

Halton strives to maintain a network average Pavement Quality Index (PQI) which reflects a state-of-good-repair for the overall road network. Through continued investments in the capital road resurfacing and road maintenance programs for the aging and expanding roads network, Halton is able to maintain this rating while accommodating growth and increased traffic volumes. PQI fluctuation is due to capital works in progress and timing of the projects. The index will improve with completion of forthcoming growth capital projects.

As Halton's road network continues to expand, the road resurfacing and maintenance programs also continue to expand. For 2021, the operating contribution to the Road Resurfacing reserve has increased by \$250,000 to a total of \$7.8 million in order to ensure sustainable funding is provided for the 10-year Road Resurfacing program. The 10-year Road Resurfacing program totals \$98.6 million with \$9.7 million planned for 2021.

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

The **Traffic Control & Safety** program includes operation and maintenance of traffic signals, street lights, red light cameras and traffic sign controls. The 2021 budget is increasing by \$191,000 or 3.2% as a result of an increase of \$63,000 in hydro resulting from rate increases and growth of the system, and inflationary increases applied where applicable.

Traffic Control & Safety	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Streetlights Maintained	6,200	6,285	6,461	6,767	6,937
Number of Red Light Camera Intersections Operated	17	17	20	20	20
Number of Traffic Signals Maintained	249	256	266	269	272

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

As set out in Report No. PW-28-16 (re: Region of Halton Street Light Conversion Program), the Region continues to move forward with converting the Region's approximately 6,461 existing High Pressure Sodium street lights to LED technology. Based on the current market trend, the energy savings resulting from this program is projected to reach \$600,000 by 2021, when the conversion is expected to be complete. These savings have been incorporated in the Road Operations budget and forecast to mitigate the street light hydro cost.

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	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Percent of Roads, Bridges and all road related assets rated Good, Very Good or Excellent	78.9%	73.2%	89.0%	89.0%	89.0%
Percent of Paved Lane KM's Rated Good or Very Good	63.8%	59.2%	56.0%	64.9%	69.2%

The overall condition of the road infrastructure will improve over the next five years due to the continued investment in the State-of-Good-Repair program.

The 2021 Infrastructure Management Budget is in line with the 2020 budget, and continues to include a total operating contribution of \$29.3 million to the tax capital reserve to ensure that the Region's road network continues to be in a state-of-good-repair.

Capital Budget & Forecast

As discussed in the Executive Summary, since the approval of the 2020 Financing Plan approved in Report No. FN-46-19/PW-50-19/LPS112-19 (re: 2020 Allocation Program Options), a number of projects have progressed through the design stage and are projecting an increase in costs. The increase associated with the transportation program is predominantly driven by land acquisition and higher than anticipated construction estimates. As shown in the following table, the 2021

10-year Transportation capital program totals \$1.7 billion and will facilitate significant road widening, new road construction, and grade separation programs. The 10-year program in 2021 is \$134.8 million higher than the 2020 program and reflects Public Works Asset Management Plan, cost updates for land, utilities and construction based on design work and reprogramming of previously approved budgets. The capital project details are included in the Capital Report.

10-Year Transportation Capital Expenditures

Regional Road Program							
(\$Millions)	2021	2022	2023	2024	2025	2026-2030	Total
Trafalgar Road	\$ 44.24	\$ 26.26	\$ -	\$ 96.76	\$ 2.60	\$ 86.25	\$ 256.12
Regional Road 25	9.05	11.64	12.32	10.75	55.62	106.65	206.03
Tremaine Road	10.35	26.65	3.44	31.44	71.11	-	143.00
Steeles Avenue	0.23	6.56	9.30	46.42	4.13	70.39	137.02
Upper Middle Road	-	-	0.83	2.00	5.47	118.83	127.13
James Snow Parkway	3.60	0.89	29.70	1.10	6.78	71.81	113.89
Road Resurfacing & Related Works	12.27	11.40	11.80	14.95	13.25	46.34	110.00
Dundas Street	43.40	26.86	-	-	23.14	-	93.40
Ninth Line	6.07	5.61	10.77	0.33	10.71	38.24	71.73
Winston Churchill Boulevard	1.33	3.97	1.78	6.78	11.02	35.24	60.12
Appleby Line	-	-	-	-	8.57	46.56	55.13
5 1/2 Line	-	-	0.57	-	9.08	39.69	49.34
Traffic Signals & Intersections	7.13	5.78	3.91	3.28	3.91	17.06	41.08
Burloak Drive	-	-	-	4.38	0.55	29.62	34.55
Brant Street	-	-	0.83	-	2.54	28.31	31.68
Derry Road	-	-	0.59	-	3.34	25.26	29.19
Wycroft Road Extension	4.20	23.10	-	-	-	-	27.30
Guelph Line	11.43	-	-	-	1.22	14.41	27.06
Active Transportation (Study & Infill Projects)	0.29	2.91	2.43	3.52	4.53	10.75	24.43
Road Studies (eg. Travel Demand)	2.63	1.85	2.90	1.96	1.81	10.80	21.96
No. 10 Sideroad	-	2.11	-	-	0.55	11.99	14.65
North Service Road	-	-	-	-	-	13.61	13.61
Noise Attenuation Barriers	1.54	0.62	1.24	0.76	1.23	6.69	12.08
Miscellaneous Works (eg. Operational Improvements)	2.49	2.13	0.71	0.85	0.35	2.90	9.43
Bridges, Culverts & Other	4.25	0.70	1.17	1.54	0.43	0.81	8.89
Campbellville Road	1.97	-	-	-	-	4.28	6.26
Vehicles & Equipment	-	-	0.04	-	0.12	0.04	0.20
Total	\$ 166.47	\$ 159.04	\$ 94.32	\$ 226.83	\$ 242.07	\$ 836.53	\$ 1,725.24

Schedule may not add due to rounding.

2021 Capital Budget

The following table summarizes the 10 largest projects budgeted for 2021. These projects account for 91.5% (\$152.4 million) of the \$166.5 million total in 2021.

2021 Major Transportation Capital Projects 10 Largest Capital Expenditures in 2021 (\$Millions)	
Project Descriptions	Cost
Trafalgar Road	\$ 44.2
Dundas Street	43.4
Road Resurfacing & Related Works	12.3
Guelph Line	11.4
Tremaine Road	10.4
Regional Rd 25	9.0
Traffic Signals & Intersections	7.1
Ninth Line	6.1
Bridges/Culverts/ Retaining Wall	4.2
Wyecroft Road	4.2
Total	\$ 152.4

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.

2021 Transportation Capital Program (2021-2030) (\$Millions)					
Period	Total	DC	Capital Reserve		Recvry
		Res. Share	Non-res Share	Region Share	
2021 Budget	\$ 166.5	\$ 66.0	\$ 37.0	\$ 63.5	\$ -
2022-2030 Forc.	\$ 1,558.8	\$ 804.6	\$ 403.3	\$ 350.8	\$ -
Total	\$ 1,725.2	\$ 870.6	\$ 440.3	\$ 414.3	\$ -

Schedule may not add due to rounding.

With a total cost of \$1.7 billion, \$414.3 million (24.0%) is related to Region's State-of-Good-Repair program to continue to enhance the Regional investment in support of expanding asset base, \$1.3 billion (76.0%) is the growth portion, which will ultimately be financed by Development Charges (DCs). The 10-year Transportation program has been financed based on the Development Financing Plan (Report FN-46-19/PW-50-19/LPS-112-19) where:

- **\$870.6 million residential development share** will be financed entirely from residential DCs.
- **\$440.3 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.
- **\$414.3 million Regional share (non-growth) share** represents the benefit attributed to the existing community from the road improvements, as well as the cost to provide enhanced levels of service. This cost will be financed from the Regional Tax Capital reserve (\$241.9 million), the Roads Resurfacing reserve (\$88.0 million) and Gas Tax reserve (\$84.4 million).

The 2021 budget includes \$45.1 million in operating contributions to support the Roads State-of-Good-Repair Capital Program, including roads resurfacing. The \$45.1 million includes \$37.1 million in Regional funding and \$7.9 million of Gas Tax funding. The \$45.1 million of operating transfers is a \$1.0 million increase in the operating based budget from the 2020 budget.

Transportation Capital Financing			
(\$ Millions)	2020	2021	Difference
State-of-Good-Repair	\$ 29.4	\$ 29.4	\$ 0.0
Roads Resurfacing	7.5	7.8	0.3
Gas Tax - Roads State-of-Good-Repair	6.1	6.9	0.8
Gas Tax - Roads Resurfacing	1.1	1.1	-
Total	\$ 44.0	\$ 45.1	\$ 1.0

Schedule may not add due to rounding.

Halton Region

Budget and Business Plan 2021

Corporate Administration

Corporate Administration

Corporate Administration includes the **Finance** department, the **Strategic Transformation Group**, the **Legal Services** division from the Legislative & Planning Services department, the **CAO's Office**, and the **Office of the Chair & Regional Council**. These departments provide governance and internal support to the departments that deliver services to Halton residents and businesses.

Budget Impacts

The 2021 Corporate Administration operating budget reflects a net increase of \$4.5 million, or 5.8%, over the 2020 budget. This includes strategic investments for 15.0 FTEs which will ensure service levels are maintained and Council priorities are achieved. These investments will support the objectives outlined in the 2019-2022 Strategic Business Plan to leverage technology to improve service delivery, create efficiencies and provide needed capacity to respond to needs within the organization. Further details on the net increase in Corporate Administration are discussed in the departmental sections below. The costs of these Corporate Administration departments have been allocated to program budgets to show the full cost of program delivery through Corporate Support charges, with the exception of governance-related services. As mentioned previously, the cost of governance-related services of Office of the Chair, Regional Council, the CAO's Office (excluding Human Resources) and Regional Clerks & Council Services are no longer being incorporated into program areas and are now being reported separately in Non-Program. This change in presentation is to more closely align with the guidance provided by the Province's Financial Information Return (FIR) and Municipal Benchmarking Network Canada (MBNCanada). Continued efforts ensure that the support provided by Corporate Administration to the service departments is done in an efficient manner, thus contributing to the delivery of services that meet the ongoing needs of Halton residents. The following discussions provide an overview of the internal services and related key performance measures provided by Corporate Administration divisions.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Corporate Administration								
Finance	\$ 13,248	\$ 157	\$ 13,405	\$ (750)	\$ 12,655	\$ 12,420	\$ 235	1.9%
Strategic Transformation Group	41,896	9,747	51,642	(2,851)	48,791	46,208	2,583	5.6%
Legal Services	8,815	54	8,870	(228)	8,642	8,031	611	7.6%
CAO's Office	11,627	(1,098)	10,528	-	10,528	9,456	1,072	11.3%
Office of the Chair & Regional Council	1,916	4	1,921	-	1,921	1,890	30	1.6%
Program Costs	\$ 77,502	\$ 8,864	\$ 86,366	\$ (3,829)	\$ 82,537	\$ 78,006	\$ 4,531	5.8%
Program Recoveries (Corporate Support)	-	-	-	-	(77,188)	(78,006)	818	-1.0%
Non-Program Recoveries (Governance)	-	-	-	-	(5,349)	-	(5,349)	
Total	\$ 77,502	\$ 8,864	\$ 86,366	\$ (3,829)	\$ -	\$ -	\$ -	-
2020 Budget	\$ 72,856	\$ 8,937	\$ 81,793	\$ (3,787)	\$ -			
\$ Change	4,646	(72)	4,573	(42)	-			
% Change	6.4%	-0.8%	5.6%	1.1%	-			
FTE					390.9	375.9	15.0	4.0%

Schedule may not add due to rounding

Finance

The Finance department is included in Corporate Administration. The 2021 Finance department budget reflects a net increase of \$235,000, or 1.9%, over the 2020 budget, primarily due to a strategic investment in Supply Chain Management for 1.0 FTE Senior Strategic Sourcing Specialist (\$133,000), as well as inflationary increases partially offset with the introduction of a vacancy allowance in the compensation budget. The strategic investment is discussed further in the Supply Chain Management section below.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Finance								
Budgets & Tax Policy	\$ 2,764	\$ 1	\$ 2,764	\$ -	\$ 2,764	\$ 2,752	\$ 12	0.4%
Capital & Development Financing	2,834	39	2,873	(592)	2,281	2,269	12	0.5%
Financial Services & Payroll	4,614	0	4,614	(123)	4,491	4,458	32	0.7%
Supply Chain Management	3,037	117	3,154	(35)	3,119	2,941	178	6.0%
Program Costs	\$ 13,248	\$ 157	\$ 13,405	\$ (750)	\$ 12,655	\$ 12,420	\$ 235	1.9%
Program Recoveries	-	-	-	-	(12,655)	(12,420)	(235)	1.9%
Total	\$ 13,248	\$ 157	\$ 13,405	\$ (750)	\$ -	\$ -	\$ -	-
2020 Budget	\$ 13,040	\$ 130	\$ 13,170	\$ (750)	\$ -			
\$ Change	207	27	235	-	-			
% Change	1.6%	21.1%	1.8%	0.0%	-			
FTE					98.0	97.0	1.0	1.0%

Schedule may not add due to rounding

The **Budgets & Tax Policy** division prepares and monitors the operating component of the annual Budget and Business Plan, develops and maintains financial policies and plans to ensure Halton's Business Plan is financially sustainable in conjunction with the Capital & Development Financing division, and prepares and implements Tax Policy in consultation with local municipalities. In addition, this division monitors the budget performance through variance and ministry reporting. The 2021 budget is increasing by \$12,000, or 0.4%, primarily due to inflationary increases partially offset with the introduction of a vacancy allowance in the compensation budget.

The **Capital & Development Financing** division prepares and monitors the capital component of the annual Budget and Business Plan, develops and maintains financial policies and plans to ensure Halton's Business Plan is financially sustainable in conjunction with the Budgets & Tax Policy division, updates the Development Charge (DC) by-laws, and prepares and implements development financing plans to ensure that the cost of growth-related infrastructure does not impact residents. The division also provides investment services for Halton's \$2.1 billion investment portfolio and issues debentures as needed to meet the financing requirements of the Region and local municipalities as approved by Regional Council. The 2021 budget is increasing by \$12,000, or 0.5%, primarily due to inflationary increases partially offset with the introduction of a vacancy allowance in the compensation budget.

The **Financial Services & Payroll** division maintains the Region's financial records in compliance with legislation and in accordance with Canadian Public Sector Accounting Standards for the preparation of the annual consolidated financial statements, and is responsible for the Halton Community Housing Corporation's budget and financial statements. In addition, the division prepares ministry and industry reports, such as the Financial Information Return and Annual Financial Report. The division manages the water and wastewater billing service contract with the four Local Distribution Companies (LDCs) and also provides payroll services to approximately 3,500 full-time equivalents, including Police Services (2019 FIR – Schedule 80), in compliance with legislation, collective agreements, and Regional benefit programs. The 2021 budget is increasing by \$32,000, or 0.7%, primarily due to inflationary increases partially offset with the introduction of a vacancy allowance in the compensation budget.

The **Supply Chain Management** division is responsible for overseeing the procurement of goods, services and construction required by the Region in the delivery of the services mandated and approved through the annual Budget and Business Plan in an open, fair and transparent method. The division maintains and upholds the Council approved Purchasing By-law by establishing and implementing policies, procedures and guidelines that result in delivering the by-law's objectives in an impartial, efficient and effective manner. The division also supports various essential Regional services through inventory management by maintaining and providing required materials, supplies and equipment to departments. The 2021 budget is increasing by \$178,000, or 6.0%, primarily due to a strategic investment for a Senior Strategic Sourcing Specialist. This investment is required to lead and execute the increasing number of complex procurements for the Region. While the number of public procurements issued to market has been relatively constant (as seen in the table below), there has been a three-year average increase of 28% in the size and complexity of these procurements. The total number of all types of procurements has also increased from 522 to 590 over the past three years. This represents a 15% increase in workload. This growth in complexity and volume requires this strategic investment to continue to meet the needs of the Region.

The following table provides the key performance measures related to the Finance department.

Finance	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Region's Credit Rating	AAA	AAA	AAA	AAA	AAA
Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
GFOA Canadian Award for Financial Reporting	Yes	Yes	Yes	Yes	Yes
Gross % Realized Return on the Total Internally Managed Investment Portfolio	3.2%	3.0%	3.1%	3.3%	3.0%
Number of Public Procurements per Year	206	202	193	156	205

The Region's AAA credit rating has been maintained in 2020, which is a testament to the financial position, policies and practices of the Region and local municipalities. Halton continues to receive the Government Finance Officers Association (GFOA) Award for the annual budget and financial reporting for developing fiscally responsible budgeting, and presenting financial information in an easy to understand format. The Realized Rate of Return on the Total Internally Managed Investment Portfolio is expected to remain in the 3.0% to 3.3% range for both 2020 and 2021. As interest rates have declined, the target for interest earnings on the portfolio has become more challenging to achieve; however, the lower market yield has created an opportunity for larger capital gains to meet or exceed the budget target. Procurements activities and volume are projected to decline in 2020 due to the COVID-19 pandemic with levels expected to normalize in 2021.

Strategic Transformation Group

The Strategic Transformation Group is included in Corporate Administration. This department includes the Business Transformation, Communications & Customer Service, Energy, Fleet & Facilities and Information Technology divisions. The department's focus is on customer access and service delivery improvements and will provide ongoing services to program areas as well as lead the implementation of the customer service access strategy, digital service delivery projects, business process enhancements, the introduction of smart technologies, the Halton Regional Centre (HRC) Renovation and Modernization project and other key initiatives in order to support the achievement of Regional Council's priorities in the 2019-2022 Strategic Business Plan.

The 2021 Strategic Transformation Group budget reflects a net increase of \$2.6 million, or 5.6%, over the 2020 budget. Direct Costs are increasing by \$2.6 million, or 6.6%, primarily due to 8.0 FTE strategic investments discussed further in the divisional sections below, as well as additional janitorial, security, HVAC and technology services costs, some of which relate to the COVID-19 pandemic. Capital & Other Expenditures are increasing by \$45,000, or 0.5%, primarily due to capital financing costs related to Technology and Facility projects, partially offset by a one-time transfer from the COVID-19 Stabilization reserve to fund the additional costs related to the COVID-19 pandemic using the Safe Restart Agreement Phase 1 funding. Subsidies & Revenue are increasing by \$38,000, or 1.4%, primarily due to an increased recovery from the Local Municipalities related to a Teranet contract renewal.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Strategic Transformation Group								
Business Transformation	\$ 3,337	\$ 2	\$ 3,339	\$ -	\$ 3,339	\$ 2,962	\$ 377	12.7%
Communications & Customer Service	6,559	3	6,563	(20)	6,543	6,439	104	1.6%
Energy, Fleet & Facilities	18,774	5,827	24,601	(2,566)	22,036	20,947	1,089	5.2%
Information Technology	13,224	3,915	17,139	(266)	16,873	15,859	1,014	6.4%
Program Costs	\$ 41,896	\$ 9,747	\$ 51,642	\$ (2,851)	\$ 48,791	\$ 46,208	\$ 2,583	5.6%
Program Recoveries	-	-	-	-	(48,791)	(46,208)	(2,583)	5.6%
Total	\$ 41,896	\$ 9,747	\$ 51,642	\$ (2,851)	\$ -	\$ -	\$ -	-
2020 Budget	\$ 39,320	\$ 9,702	\$ 49,021	\$ (2,813)	\$ -			
\$ Change	2,576	45	2,621	(38)	-			
% Change	6.6%	0.5%	5.3%	1.4%	-			
FTE					194.5	186.5	8.0	4.3%

Schedule may not add due to rounding

The following strategic investments for 8.0 FTEs are proposed in the 2021 budget:

- 1.0 FTE in Business Transformation for an Enterprise Architecture Strategist (\$165,000);
- 3.0 FTEs in Energy, Fleet & Facilities for 1.0 FTE Project Manager I, Regulatory Compliance (\$123,000), 1.0 FTE Facilities Services Clerk (\$79,000), and 1.0 FTE Building Maintenance Operator II (\$73,000);

- 4.0 FTEs in Information Technology for 1.0 FTE Manager of IT Security and System Integration (\$164,000); 1.0 FTE Senior Systems Analyst – Payroll & SuccessFactor (\$132,000); 1.0 FTE Systems Analyst – Hansen (\$121,000), which is fully recovered from the rate-supported operating budget and is captured in Program Recoveries in the above table; and 1.0 FTE Network Analyst (\$121,000).

The **Business Transformation** division acts as a strategic partner in transformative service initiatives with a focus on coordinating, planning, and delivering Halton Region’s Customer Service Access Strategy and continuing to leverage our enterprise systems to create back-office efficiencies. The services provided by Business Transformation include re-designing service delivery to be more efficient and effective by applying Lean Six Sigma and business process management; improving value of technology investments by applying sound enterprise architecture practices and deriving value from current assets, supporting organizational readiness as it relates to the technology landscape and evolution; planning, integrating and delivering systems and digital platforms effectively; and managing the data analytics and decision support program to use data and information as strategic assets to enhance customer service, operational and strategic decision making. The 2021 budget is increasing by \$377,000, or 12.7%, primarily due to the strategic investment for 1.0 FTE Enterprise Architecture Strategist (\$165,000). This investment is required to align technology investments to corporate strategy, ensuring the correct systems, tools and technology are in place to support the Region and deliver online services to residents. The increase also reflects in-year organizational changes made to increase the capacity of the division, partially offset with the introduction of a vacancy allowance in the compensation budget.

The **Communications & Customer Service** division provides communications, marketing and digital media strategies, media relations, issues management support, and high quality customer service through the Access Halton call centre, which responds to more than 300,000 inquiries each year through phone, email, online, social media and in-person. The division also manages the Region’s website, Halton.ca, as well as the Region’s intranet and related corporate information management processes. The 2021 budget is increasing by \$104,000, or 1.6%, primarily due to in-year organizational changes made to increase the capacity of the division, partially offset by a reduction in advertising expenses to align with trends and from the introduction of a vacancy allowance in the compensation budget.

The **Energy, Fleet & Facilities** division provides high-quality and cost-effective facilities and fleet services. The division manages fleet assets and ancillary equipment, and oversees facilities design and development, lifecycle analysis, asset renewal, renovation and construction, energy management, and ongoing maintenance and operations of Regional facilities and Halton Community Housing Corporation (HCHC) housing stock. The division maximizes efficiencies and conforms to codes and regulations, accepted industry standards and best practices in order to deliver customer service excellence in energy, fleet and facilities management. The 2021 budget is increasing by \$1.1 million, or 5.2%, primarily due to increased costs from contract renewals for janitorial services, security, HVAC and additional facility costs related to three new Paramedic stations as well as additional capital financing costs to support Corporate and program-specific facility projects. The 2021 budget includes \$431,000 in COVID-19-related costs for cleaning, security and other facility-related costs which are funded through a one-time transfer from the COVID-19 Stabilization reserve in 2021, utilizing funds allocated from the Safe Restart Agreement Phase 1 funding.

There has been a significant increase in demand for services particularly related to Long-Term Care and HCHC properties. The request for the following 3.0 FTEs responds to this increased demand for services and will ensure that Corporate facilities are kept in a state-of-good-repair:

- 1.0 FTE Project Manager I, Regulatory Compliance (\$123,000) is required to develop efficient and effective processes for the delivery of facility services, which will include continuous improvement initiatives and alignment with relevant acts and regulations related to facilities management.
- 1.0 FTE Facilities Services Clerk (\$79,000) is required to ensure timely and accurate payment to vendors and support the increased demand for preventative and demand maintenance work and capital renewal projects due to the growth in the number of facilities over the last few years.
- 1.0 FTE Building Maintenance Operator II (\$73,000) is required to perform daily preventative and routine maintenance at Long-Term Care homes, in accordance with guidelines from the Ministry of Long-Term Care.

The \$76.4 million 10-year Energy, Fleet & Facilities capital program is \$2.9 million higher than the 2020 program; this is primarily driven by the \$5.0 million cost increase associated with the Regional Accommodation Plan project offset by the extended lifecycle replacement requirements at the other Regional facilities based on ongoing preventive facility maintenance activities.

Energy, Fleet and Facilities Capital Program							
(\$ Millions)	2021	2022	2023	2024	2025	2026 - 2030	Total
Halton Regional Centre - Rehab & Replacement	\$ -	\$ -	\$ 1.03	\$ 0.85	\$ 0.90	\$ 3.96	\$ 6.73
Long Term Care Centres - Rehab & Replacement	0.27	0.60	0.85	0.82	1.15	11.25	14.94
Paramedic Stations - Rehab & Replacement	0.07	0.69	0.29	0.12	0.19	1.01	2.37
Facility Rehab & Replacement - Other	1.05	0.76	1.28	1.31	1.27	8.46	14.13
PS HQ and PW Operations Centre Expansion	-	2.00	-	29.60	-	-	31.60
Regional Accommodation Plan	5.00	-	-	-	-	-	5.00
Energy Program	0.11	0.10	0.10	0.10	0.10	0.50	1.01
Vehicles & Equipment	0.11	0.01	0.12	0.06	0.10	0.27	0.66
Total	\$ 6.60	\$ 4.15	\$ 3.67	\$32.86	\$ 3.71	\$ 25.44	\$ 76.43

Schedule may not add due to rounding.

The \$6.6 million 2021 Energy, Fleet & Facilities capital program is \$1.6 million lower than the 2021 forecast included in the 2020 budget due to the deferral of the Paramedic Services Headquarters and Public Works Operations Centre expansion and extended lifecycle replacement requirements at the HRC and other Regional facilities based on ongoing preventative facility maintenance activities offset by the \$5.0 million cost increase associated with the Regional Accommodation Plan project.

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.
- \$31.6 million is required for the Paramedic Services Headquarters for the paramedic centralized facility identified in the Paramedic Services Master Plan (MO-14-15) and for Public Works Operation Centre growth needs related to administration, vehicles, fleet services and the supply of central stores.
- \$5.0 million has been identified for the Regional Accommodation Plan for staff relocation costs from current leased facilities and existing HRC locations to the new office layouts.
- \$1.0 million is required for the 10-year Energy Management program to address energy reduction opportunities identified by energy audits performed on corporate facilities.

The Energy, Fleet & Facilities capital program is financed from the Regional Facilities Replacement reserve and capital reserves. These reserves are replenished primarily from operating transfers recovered from program areas that benefit from the Energy, Fleet & Facilities' program. As a result, the total capital financing of \$4.4 million is included in the 2021 budget.

The **Information Technology** division is responsible for developing strategies, standards, policies and processes related to the provision of digital information and technology assets and services. Information Technology maintains more than 370 software applications and 10,000 hardware assets in a state-of-good-repair and provides secure, reliable access to these assets and services. The division also provides financial software services for Halton Regional Police Service and the City of Burlington. The 2021 budget is increasing by \$1.0 million, or 6.4%, primarily due to additional software maintenance and computing services contracts and increased capital financing costs for the state-of-good-repair program. The 2021 budget includes \$97,000 in COVID-19-related costs which are funded through a one-time transfer from the COVID-19 Stabilization reserve in 2021, utilizing funds allocated from the Safe Restart Agreement Phase 1 funding.

The Region continues to pursue additional opportunities to move services on-line and improve the efficiency of back office functions. In addition, due to the COVID-19 response, many staff are currently working from home and it is expected some staff may continue to work from home. With the increased reliance on technology, cyber security is an area of focus requiring additional expertise and resources. To support these demands, Information Technology is requesting an additional 4.0 FTEs:

- 1.0 FTE Manager of IT Security and System Integration (\$164,000) is required to implement IT security architecture, establish security monitoring protocols, and lead the Cybersecurity Strategy.
- 1.0 FTE Senior Systems Analyst – Payroll & SuccessFactor (\$132,000) is required to provide application support for the Payroll and SuccessFactor modules, and lead software implementation, upgrades and updates.
- 1.0 FTE Systems Analyst – Hansen (\$121,000) is required to provide application support for the Hansen system, and lead system administration, upgrades and updates and is fully recovered from the rate-supported operating budget, resulting in no net tax impact.
- 1.0 FTE Network Analyst (\$121,000) is required to monitor and analyze network performance across the Region’s LAN, WAN and wireless infrastructure and recommend enhancements to meet changing demands.

The \$50.9 million 10-year Information Technology capital program is \$1.0 million higher than the 2020 program, primarily due to updated hardware, state-of-good-repair infrastructure costs and replacement cycles, and new software implementations.

Information Technology Capital Program							
(\$ Millions)	2021	2022	2023	2024	2025	2026 - 2030	Total
Software Licences	\$ 0.27	\$ 0.47	\$ 0.30	\$ 0.29	\$ 0.30	\$ 1.52	\$ 3.15
Software New/Replacement/Upgrade	2.74	1.08	1.55	1.40	0.64	6.05	13.46
Hardware Replacement	1.60	1.63	1.82	2.02	2.04	8.63	17.74
Infrastructure New/Replacement	1.32	1.02	0.80	1.29	1.68	5.96	12.07
Vehicles	0.04	-	-	-	-	0.04	0.07
Rate Funded Projects	0.38	0.56	0.52	0.46	0.44	2.05	4.39
Total	\$ 6.35	\$ 4.76	\$ 4.98	\$ 5.45	\$ 5.09	\$ 24.24	\$ 50.88

Schedule may not add due to rounding.

The 2021 Information Technology capital budget has increased by \$589,000 over the 2021 forecast from the 2020 budget due to increased costs for new and upgraded software and infrastructure offset by decreases related to deferrals due to extended lifecycle replacement requirements.

The capital program is initially funded from the Technology Replacement reserve which is replenished by operating transfers that IT recovers from program areas. A total of \$3.8 million in capital financing (i.e. transfers to reserves) is budgeted in 2021. This represents a \$219,000 increase, or 6.1%, from the 2020 budget to support Corporate initiatives (new and replacement hardware, software, and infrastructure) and program-specific projects for Paramedic Services, Housing Services, Planning Services, and Business Planning & Corporate Initiatives. The 10-year financing plan ensures that the Technology Replacement reserve is maintained at levels to ensure financial sustainability and is projected to increase each year over the forecast period. The operating contributions to reserves will continually be reviewed as part of the asset management plan.

The following table provides the key performance measures related to the Strategic Transformation Group.

Strategic Transformation Group		2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Business Transformation	Number of Services that can be Accessed Online	81	81	86	97	107
Communications & Customer Service	Number of Visits to the Halton Website (000s)	3,136	3,102	1,711	4,860	2,300
	% of Customers who are Overall Satisfied with their Call Centre Experience	92%	90%	92%	95%	95%
Energy Fleet & Facilities	Total Service Area - Corporate Facilities and Social Housing Sq. Ft. (000s)	4,100	4,200	4,581	4,602	4,602
	Total Corporate kWh Energy Consumption (per Sq. Ft.)	36	35	36	35	34
Information Technology	Number of IT Devices Supported	3,236	3,449	3,599	3,915	4,253

In response to the COVID-19 pandemic, Regional staff enhanced online access to Regional services in 2020. These efforts are expected to continue into 2021. The drop in visits to the Halton website can be attributed to the transition to the new halton.ca website in February 2019, which included a decrease in total webpages from approximately 6,000 to 700. The large increase in 2020 was due to high daily traffic to the Region's COVID-19 webpages. The majority of residents continue to be satisfied with the quality of Regional services delivered. The increase in square footage in 2019 and 2020 is primarily due to HCHC condominiums being added. The square footage in 2020 also includes three new Paramedic stations. The decrease in energy consumption per square foot in 2021 is due to the anticipated completion of capital energy conservation projects in 2020. A large increase in the number of IT devices supported in 2020 and 2021 is due to Regional staff working from home as a result of the COVID-19 pandemic.

Legal Services

The Legal Services division of the Legislative and Planning Services (LPS) department is included in Corporate Administration. The Legal Services division is responsible for a full range of Legal, Risk Management and Realty services to all departments of the Region, Regional Council and HCHC, and includes the Regional Clerk & Council Services. The Office of the LPS Commissioner is also included in the table below, allocated to each service.

The 2021 Legal Services budget reflects a net increase of \$611,000, or 7.6%, over the 2020 budget. Direct Costs are increasing by \$614,000, or 7.5%, primarily due to a strategic investment for a Manager, Housing Action Team (\$167,000) in the Office of the LPS Commissioner. This strategic investment is required to provide oversight and operational direction under the implementation of the Comprehensive Housing Strategy for the portfolio administration and creation of new assisted rental housing units, and is fully recovered from the capital budget. Capital & Other Expenditures are increasing by \$1,000, or 1.0%, primarily due to increased technology support costs. Subsidies & Revenue are increasing by \$4,000, or 1.8%, primarily due to an inflationary increase in development charge administration fees.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Legal Services								
Legal Services	\$ 2,897	\$ 2	\$ 2,899	\$ (225)	\$ 2,674	\$ 2,645	\$ 29	1.1%
Realty Services	1,208	1	1,209	-	1,209	1,172	37	3.1%
Regional Clerk & Council Services	785	1	786	(3)	783	783	-	0.0%
Risk Management	3,925	51	3,976	-	3,976	3,431	545	15.9%
Program Costs	\$ 8,815	\$ 54	\$ 8,870	\$ (228)	\$ 8,642	\$ 8,031	\$ 611	7.6%
Program Recoveries (Corporate Support)	-	-	-	-	(8,316)	(8,031)	(285)	3.5%
Non-Program Recoveries (Governance)	-	-	-	-	(326)	-	(326)	
Total	\$ 8,815	\$ 54	\$ 8,870	\$ (228)	\$ -	\$ -	\$ -	-
2020 Budget	\$ 8,201	\$ 53	\$ 8,255	\$ (224)	\$ -			
\$ Change	614	1	615	(4)	-			
% Change	7.5%	1.0%	7.4%	1.8%	-			
FTE					36.0	35.0	1.0	2.9%

Schedule may not add due to rounding

Legal Services provides advice, counsel and legal representation to, and on behalf of, the Region. The 2021 budget is increasing by \$29,000, or 1.1%, primarily due to inflationary increases partially offset with the introduction of a vacancy allowance in the compensation budget.

Realty Services facilitates the Region's property requirements. The 2021 budget is increasing by \$37,000, or 3.1%, primarily due to inflationary increases as well as a position reclassification to better align with the current market, partially offset with the introduction of a vacancy allowance in the compensation budget.

Regional Clerk & Council Services provides support to Regional Council, its Committees, and the Halton Police Board. It also provides services for freedom of information, privacy, and records management. The 2021 budget is not changing from 2020.

Risk Management administers the Region's insurance program, minimizes the Region's liability loss exposure, and manages property and liability claims. The 2021 budget is increasing by \$545,000, or 15.9%, primarily due to increases in insurance premiums as a result of unfavourable market conditions and paid claims losses based on actual trends.

The following table provides the key performance measures related to Legal Services.

Legal Services	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Property Acquisitions (Lease or Buy)	112	178	177	175	175
Number of Property Damage or Personal Injury Claims Received	184	244	254	200	270
Number of Outstanding Property Damage or Personal Injury Claims	84	97	82	70	90
Number of Formal Freedom of Information (MFIPPA) Requests	52	45	60	50	55

The number of property acquisitions is expected to remain relatively stable and is subject to capital project funding availability. The number of claims received and outstanding claims have been steadily increasing annually, however a slight decline in 2020 is anticipated due to the COVID-19 pandemic. Over time, the number of MFIPPA requests has continued to increase, which is expected again for 2021.

Chief Administrative Officer's (CAO) Office

The CAO's Office is included in Corporate Administration. The 2021 CAO's Office budget reflects a net increase of \$1.1 million, or 11.3%, over the 2020 budget. Direct Costs are increasing by \$1.2 million, or 11.8%, primarily due to 5.0 FTE proposed as strategic investments discussed further in the divisional sections below. Capital & Other Expenditures are decreasing by \$151,000, or 15.9%, primarily due to a transfer from reserve to fund professional services included in one of the Strategic Policy & Government Relations strategic investments discussed further below.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
CAO's Office								
Business Planning & Corporate Initiatives	\$ 1,844	\$ 4	\$ 1,848	\$ -	\$ 1,848	\$ 1,835	\$ 13	0.7%
Human Resources	6,390	(955)	5,434	-	5,434	5,077	358	7.0%
Internal Audit	759	0	759	-	759	758	1	0.1%
Strategic Policy & Government Relations	2,635	(148)	2,487	-	2,487	1,787	700	39.2%
Program Costs	\$ 11,627	\$ (1,098)	\$ 10,528	\$ -	\$ 10,528	\$ 9,456	\$ 1,072	11.3%
Program Recoveries (Corporate Support)	-	-	-	-	(6,779)	(9,456)	2,677	-28.3%
Non-Program Recoveries (Governance)	-	-	-	-	(3,749)	-	(3,749)	
Total	\$ 11,627	\$ (1,098)	\$ 10,528	\$ -	\$ -	\$ -	\$ -	-
2020 Budget	\$ 10,404	\$ (948)	\$ 9,456	\$ -	\$ -			
\$ Change	1,223	(151)	1,072	-	-			
% Change	11.8%	15.9%	11.3%	0.0%	-			
FTE					61.4	56.4	5.0	8.9%

Schedule may not add due to rounding

The following strategic investments for 5.0 FTEs are proposed in the 2021 budget:

- 3.0 FTEs in Human Resources for 1.0 FTE Employee Engagement & Development Advisor (\$133,000), 1.0 FTE Policy Advisor (\$133,000) and 1.0 FTE Disability Management Advisor (\$133,000) and
- 2.0 FTEs in Strategic Policy & Government Relations for 1.0 FTE Manager of Equity, Diversity & Inclusion (\$339,000) and 1.0 FTE Manager of Climate Change Response & Sustainability (\$336,000).

The **Business Planning & Corporate Initiatives** division develops, supports and monitors the implementation of organizational strategic plans including the Strategic Business Plan, the Climate Change Action Plan, and the Customer Service Access Strategy. Corporate services delivered by the division include emergency management, business continuity planning, project management methodology, enterprise risk management and performance benchmarking. Corporate initiatives supported by the division in 2021 include the Regional Official Plan Review, rural broadband and the coordination of re-organizing processes and activities.

The 2021 budget is increasing by \$13,000, or 0.7%, primarily due to inflationary increases partially offset with the introduction of a vacancy allowance in the compensation budget.

The **Human Resources** division provides support to the Region and its programs in the attraction, engagement and retention of Regional staff. With approximately 2,700 employees, excluding Police Services (SAP), 55% belong to one of the eight unionized bargaining units, equaling 2,152 full time equivalents (FTE) and over 170,000 relief hours. Human Resources provides support to the Region through developing, implementing and maintaining a fiscally responsible and market competitive total compensation program. The division also provides labour and employee relations guidance and expertise and ensures the Region maintains a legislatively compliant healthy and safe workplace with a focus on employee physical and mental wellness. Human Resources ensures the Region has the required number of employees with the correct skill sets in place to enable it to achieve its goals. In 2020, the Region transformed to a remote work environment and Human Resources continued to increase the Region's online learning catalogue and staff and managerial training to support this effort as well as increased training and support in the area of wellness.

The 2021 budget is increasing by \$358,000, or 7.0%, primarily due to 3.0 FTEs proposed as strategic investments which will provide required capacity to respond to needs within the organization. As our workplace continues to transform in response to various pressures and opportunities, focus continues to be in supporting staff with wellness and disability support and ensuring our policy framework is modern and appropriately responds to our legislative obligations.

- 1.0 FTE Employee Engagement & Development Advisor (\$133,000) is required to deliver employee engagement activities, including taking on the role of the wellness spokesperson and managing programming for employee recognition and leadership development.
- 1.0 FTE Policy Advisor (\$133,000) is required to provide policy advice, perform legislative and government monitoring, and manage the development of corporate policies and plans to address legislative and governmental priorities and changes.
- 1.0 FTE Disability Management Advisor (\$133,000) is required to deliver direct oversight to the disability management team including overseeing the increasing level of complex cases.

The **Internal Audit** division supports Council by providing an independent and objective evaluation of the processes and activities related to risk management, internal control and governance. Recommendations to improve the effectiveness of the processes are communicated as necessary. The 2021 budget is increasing by \$1,000, or 0.1%, primarily due to inflationary increases partially offset with the introduction of a vacancy allowance in the compensation budget.

The **Strategic Policy & Government Relations** division is focused on supporting Council's advocacy and government relations agenda, supporting key policy initiatives including the Indigenous Relationship Initiative, the Inclusion, Diversity and Anti-Black Racism Initiatives and the Region's Climate Change Initiative. Additionally, the division leads corporate policy development, supports public engagement, and meets and facilitates accessibility requirements in support of Halton residents.

The 2021 budget is increasing by \$700,000, or 39.2%. In 2020, the groundwork was put in place to move the Region forward in several key policy areas including Equity, Diversity and Inclusion and a Climate Change Response plan. To sustain this work, additional resources will be required including 2.0 FTEs proposed as strategic investments:

- A Manager of Equity, Diversity & Inclusion (\$339,000) is required to support the organization in work regarding anti-black racism, discrimination and Indigenous Relationship Building, and will provide leadership to work underway to achieve long-term, ongoing improvements, based on equity, inclusion and collaboration. This will include initiating cross departmental working groups, performing policy review and development, investigating internship and mentorship programs and setting up educational opportunities. In addition, work will be undertaken to build meaningful and lasting relationships with First Nations and Indigenous people, including: emphasis on cultural capacity training and Indigenous ways of knowing, commemoration and recognition. Included in this investment is \$300,000 in professional services which will be engaged to provide expertise in anti-black racism, Indigenous relationships and other expertise as required, partially funded through a transfer of \$150,000 from the Tax Stabilization reserve.

- A Manager of Climate Change Response & Sustainability (\$336,000) is required to lead efforts in establishing and supporting the implementation of Halton Region's climate response plan, and will serve as the key point of contact to collaborate with departments within the Region and support relationships with key municipal and community partners. Included in this investment is \$150,000 in professional services that will be used to develop a Climate Change response, seeking professional expertise in the field of climate change science, research, facilitation and community partnerships.

The following table provides the key performance measures related to the CAO's Office.

CAO's Office	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Annual Emergency Exercises Completed	Yes	Yes	Yes	No	Yes
Number of FTE (excluding Police)	2,087.2	2,129.1	2,133.4	2,151.7	2,201.1
Number of Relief Hours (excluding Police)	111,246.0	147,280.0	169,870.6	170,288.2	180,884.8
% of Voluntary Turnover of Permanent Positions per year	5.8%	5.3%	5.4%	5.6%	5.5%

Due to the COVID-19 pandemic, the Ministry of the Solicitor General exempted all Ontario municipalities from the 2020 annual emergency exercise requirement of the *Emergency Management and Civil Protection Act*. The number of FTE and relief hours align with the Council-approved complement presented in the budget each year. The yearly voluntary turnover rate of permanent positions has remained relatively consistent.

Office of the Chair & Regional Council

The 2021 Office of the Chair & Regional Council budget reflects a net increase of \$30,000, or 1.6%, over the 2020 budget, primarily due to inflationary increases.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Office of the Chair & Regional Council								
Office of the Chair	\$ 282	\$ 9	\$ 291	\$ -	\$ 291	\$ 286	\$ 5	1.8%
Regional Council	1,635	(5)	1,630	-	1,630	1,605	25	1.6%
Program Costs	\$ 1,916	\$ 4	\$ 1,921	\$ -	\$ 1,921	\$ 1,890	\$ 30	1.6%
Program Recoveries (Corporate Support)	-	-	-	-	(647)	(1,890)	1,244	-65.8%
Non-Program Recoveries (Governance)	-	-	-	-	(1,274)	-	(1,274)	
Total	\$ 1,916	\$ 4	\$ 1,921	\$ -	\$ -	\$ -	\$ -	-
2020 Budget	\$ 1,891	\$ (1)	\$ 1,890	\$ -	\$ -			
\$ Change	25	5	30	-	-			
% Change	1.3%	-656.0%	1.6%	0.0%	-			
FTE					1.0	1.0	0.0	0.0%

Schedule may not add due to rounding

The **Office of the Chair** includes the Regional Chair, a directly elected position who is the head of Regional Council, and is the Chief Executive Officer of the Corporation. The 2021 budget is increasing by \$5,000, or 1.8%, primarily due to inflationary increases.

The **Regional Council** is comprised of 24 members who have been elected to represent the residents of Halton for a 4-year term (2018–2022). The 2021 budget is increasing by \$25,000, or 1.6%, primarily due to inflationary increases.

Halton Region

Budget and Business Plan

2021

Non-Program Items & Fiscal Transactions

Non-Program Items & Fiscal Transactions

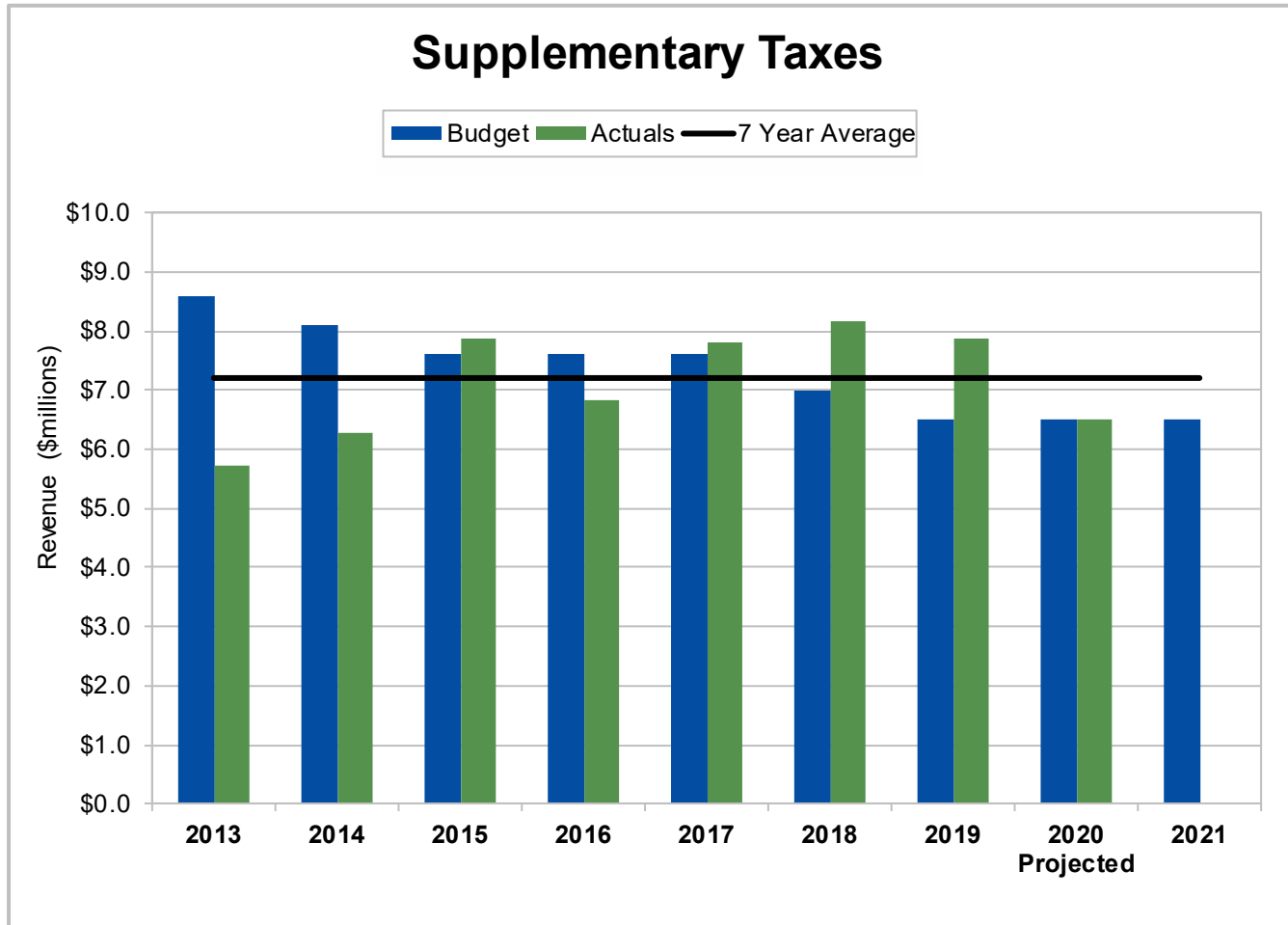
Budget Impacts

As shown in the following table, the 2021 Non-Program & Fiscal Transactions budget reflects a net increase of \$4.6 million, or 16.5%, over the 2020 budget primarily due to governance-related costs of the Office of the Chair, Regional Council, the CAO's Office (excluding Human Resources) and Regional Clerks & Council Services no longer being recovered from the tax-supported program areas and instead are being reported separately in Non-Program. This approach is consistent with the guidance provided by the Province's Financial Information Return (FIR) and Municipal Benchmarking Network Canada (MBNCanada) and will avoid the requirement for ongoing adjustments in reporting for the FIR and MBNCanada. Without this change in allocation methodology, the 2021 budget for Non-Program & Fiscal Transactions would have reflected a decrease of \$788,000 or 2.8%, largely due to the removal of funding for the McMaster University grant payment following completion of the contribution agreement.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2021 - 2020	
Supplementary Tax Revenue	\$ -	\$ -	\$ -	\$ (6,500)	\$ (6,500)	\$ (6,500)	\$ -	0.0%
Other Tax Revenue	-	-	-	(4,400)	(4,400)	(4,400)	-	0.0%
Tax Write-Off Provision	4,700	-	4,700	-	4,700	4,700	-	0.0%
Tax Policy Expenditures	548	-	548	-	548	548	-	0.0%
Assessment Services	9,914	-	9,914	-	9,914	9,889	25	0.2%
<i>Provincial Offences Act</i> Revenue	-	-	-	(2,328)	(2,328)	(2,328)	-	0.0%
Net Interest Earnings	-	43,632	43,632	(51,383)	(7,751)	(7,751)	0	0.0%
General Expenditures	5,004	35,706	40,710	(7,980)	32,730	33,542	(812)	-2.4%
Governance Chargeback	-	5,349	5,349	-	5,349	-	5,349	
Total	\$ 20,165	\$ 84,687	\$ 104,853	\$ (72,590)	\$ 32,262	\$ 27,701	\$ 4,561	16.5%
2020 Budget	\$ 19,541	\$ 79,999	\$ 99,540	\$ (71,839)	\$ 27,701			
\$ Change	625	4,688	5,313	(752)	4,561			
% Change	3.2%	5.9%	5.3%	1.0%	16.5%			

Schedule may not add due to rounding

Supplementary Tax Revenue – Throughout the year, the Municipal Property Assessment Corporation (MPAC) provides the Region with additions to the assessment roll for supplementary and/or omitted assessment, which generates supplementary tax revenue. This revenue is difficult to predict as it is dependent on the quantity of properties assessed by MPAC, general economic conditions, and the level of development within each local municipality. For this reason, many municipalities choose not to budget for supplementary tax revenue as a recurring source of revenue. The 2021 supplementary tax revenue budget remains unchanged over the 2020 budget of \$6.5 million. Staff will continue to monitor supplementary tax revenue to determine whether any adjustment needs to be made in future budgets.



The budget for tax policy includes revenues from payments-in-lieu of taxes (PIL) and rights-of-way taxes (ROW) as well as expenditures relating to tax write-offs and several tax rebate programs:

Other Tax Revenue

The Region receives provincially established PIL for various federal and provincial properties that are exempt from taxation, including hospitals, universities, colleges and correctional facilities. The Region also receives taxes on railway and utility ROW based on a per acre rate set by the Province. These rates are updated through amendments to O. Reg. 387/98 of the *Municipal Act, 2001*, with the last update occurring in 2018. The 2021 budget for other tax revenues from PIL and ROW budget remains unchanged over the 2020 budget at \$4.4 million.

Tax Write-Off Provision

Tax write-offs are primarily due to current value assessment (CVA) reductions, such as from a successful assessment appeal, change in use of a property, or demolition. They result in less revenue collected, putting pressure on the continued delivery of the Region's core services. In recent years, owners of commercial and industrial properties have challenged the property assessment values as returned by MPAC through appeals to the Assessment Review Board (ARB). As a result of successful appeals between 2013 and 2019, the cumulative CVA loss on commercial and industrial properties amounted to \$3.3 billion in Halton Region. This decrease in the CVA results in an increase in the tax write-offs of the Region and local municipalities.

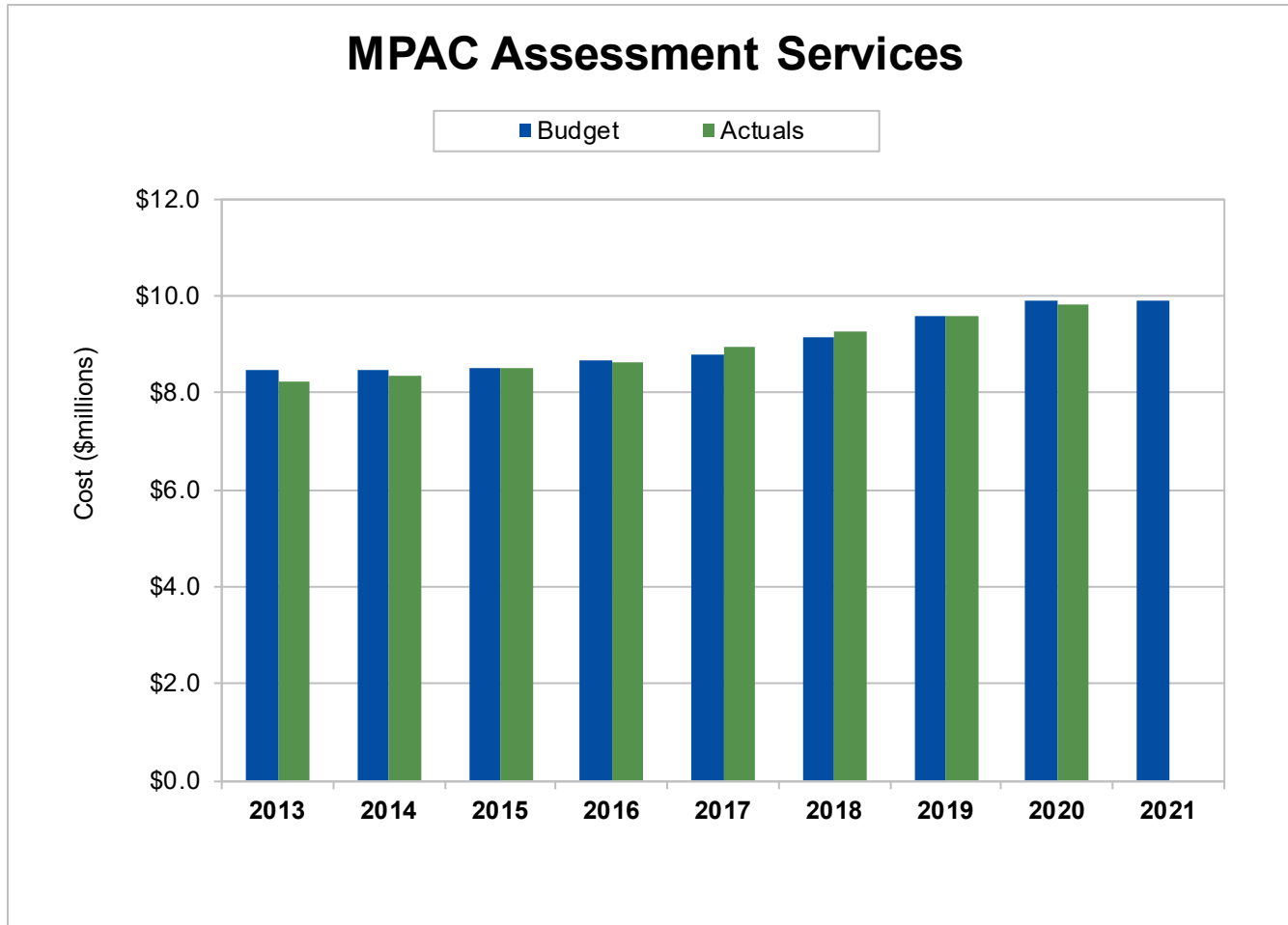
Future potential for additional tax write-offs is a risk for the Region. For the taxation years of 2013 to 2019, there are over 124 commercial and industrial properties in Halton Region that are currently under appeal with a CVA greater than \$15.0 million. To demonstrate the magnitude of risk, the total CVA under appeal pertaining to these properties for just the 2019 taxation year is \$5.0 billion vs. the total taxable unweighted assessment for the 2019 taxation year was \$140.5 billion. It is important to note that appeals with the ARB can include multiple taxation years, which would mean the potential for numerous years' worth of tax write-offs resulting from one successful appeal.

To mitigate this risk, the budget includes a tax write-off provision. The 2021 budget for tax write-offs remains unchanged at \$4.7 million. Tax write-offs have averaged \$4.8 million over the last 5 years and \$4.7 million over the last 7 years. In the 2019 budget, tax write-offs were increased to \$4.7 million from \$4.4 million based on the 7-year trend at the time. For 2021, the budget has been maintained at the 2020 level to conservatively reflect the average actual trends and risk of appeals. Staff will continue to monitor developments in the appeal process and review whether any adjustments are required for the tax write-off provision in future budgets.

Tax Policy Expenditures

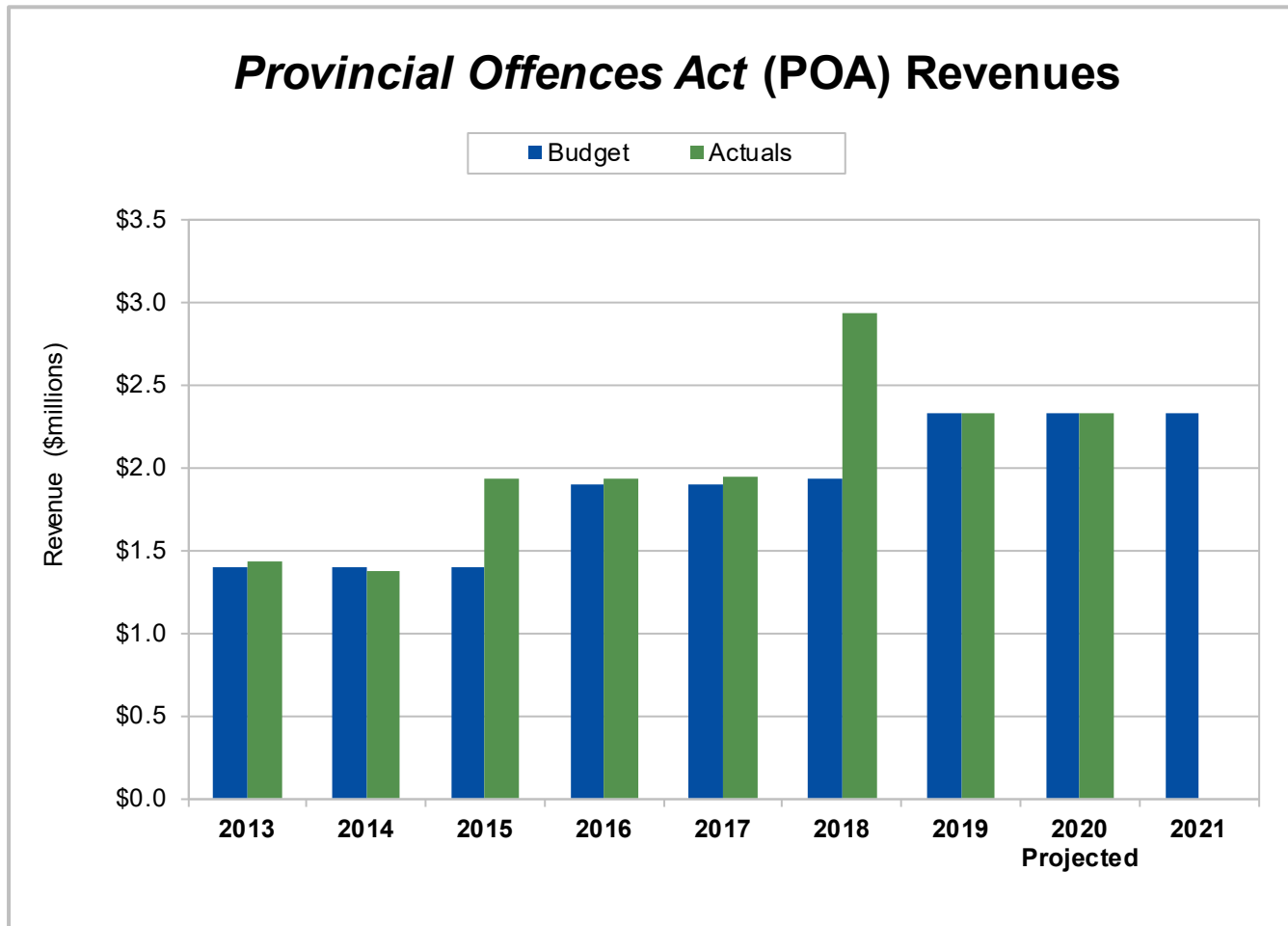
The tax relief programs offered by the Region include both provincially mandated as well as discretionary programs. The mandatory programs include a property tax increase deferral for eligible older adults or persons living with disabilities and rebates for charities. The discretionary programs include the full deferral of property taxes for eligible older adults, for which the Region pays the interest, as well as rebate programs such as the Region's portion of the tax rebate for older adults provided by the local municipalities and rebates for eligible heritage properties. The 2021 budget remains unchanged from the 2020 budget of \$548,000.

Assessment Services – MPAC provides assessment services to the Region and local municipalities. The Region is responsible for paying for these services, the cost of which is based on Halton’s CVA when compared to the Province’s CVA. Through this method, MPAC’s budget is apportioned to all municipalities across Ontario. Therefore, factors affecting the cost of assessment services include MPAC’s budgetary increases and apportionment increases relating to the Region’s growth. The 2021 budget for assessment services is \$9.9 million, an increase of \$25,000, or 0.2%, over the 2020 budget.



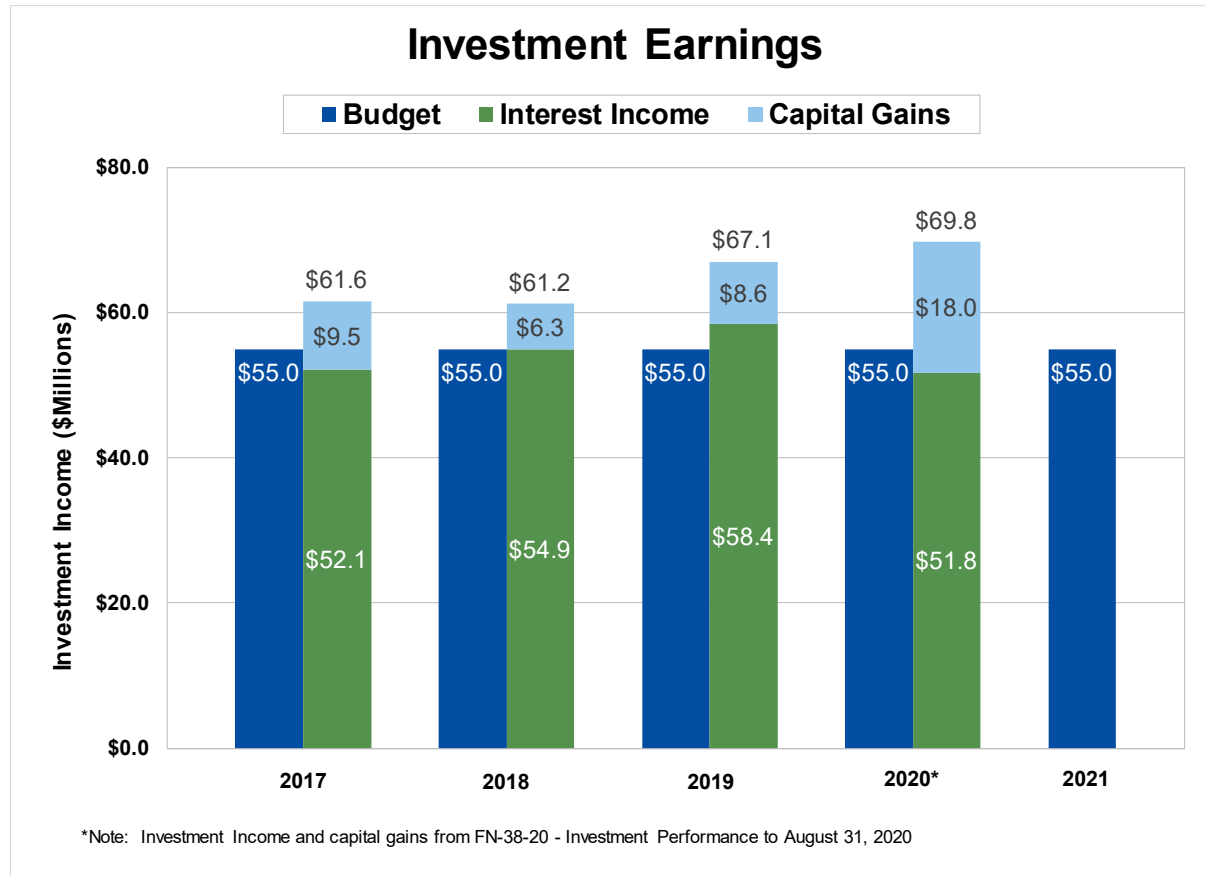
Provincial Offences Act (POA) Revenue – Net revenues generated from POA offences administered by Halton Court Services are shared between the Region and the Municipal Partners (City of Burlington, Town of Halton Hills, Town of Milton and Town of Oakville), with the Region’s share being 50%.

From 2016 to 2018, POA revenue was kept relatively consistent in the budget, with any excess generated by Halton Court Services being transferred to their Stabilization reserve. In 2018, the Halton Court Services’ Stabilization reserve balance was projected to be \$7.0 million and the decision was made to transfer the projected excess to the Region and Municipal Partners, resulting in a total of \$3.0 million being remitted to the Region that year. In 2019, the budget was adjusted for the anticipated additional revenue. As outlined in the following chart, the 2021 budget of POA revenue remains unchanged from the 2020 budget of \$2.3 million. The Regional and Area Treasurers have been in discussion about future budgets. It is expected that with potential legislative changes from the Province, the revenue in 2021 and thereafter may be lower. Staff will monitor and update it in the next budget cycle.



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 2021 budget continues to include \$55.0 million of investment income as a source of revenue. Of this revenue, \$43.0 million will be used to finance the Region's State-of-Good-Repair capital programs, and the remaining \$12.0 million will support the tax (\$8.4 million) and rate (\$3.6 million) supported services, unchanged from the 2020 budget.

As discussed in Report No. FN-38-20 (re: Investment Performance to August 31, 2020), achieving the target investment earnings from interest revenues alone remains challenging due to continued low investment yields in the market. The target budget has been achieved through capital gains generated as a result of the Region's active investment portfolio management. While the Region benefits from realizing capital gains on the investment portfolio, these revenues are one-time in nature and do not form part of the annual operating budget. Staff will continue to monitor investment earnings to determine whether any adjustment is required in future budgets.



General Expenditures – A significant component of the general expenditures budget is reserve transfers related to employee benefit obligations, corporate capital initiatives and grant contributions. Reserve contributions for the Emerald Ash Borer (\$212,000) and Floodplain Mapping Update (\$100,000) programs have increased in 2021, in accordance with financing plans. These increases are partially offset with the removal of the funding for the McMaster University grant payment following completion of the contribution agreement.

The total Gas Tax allocated to Halton is \$17.4 million in 2021 of which, \$7.9 million is allocated to the Tax-Supported Budget to fund the Transportation State-of-Good-Repair capital program (\$6.9 million) and the Road Resurfacing program (\$1.0 million). The remaining \$9.5 million is allocated to the Rate-Supported Budget to fund the Water and Wastewater State-of-Good-Repair capital program.

Governance Chargeback – Starting in the 2021 budget, a change was made in the allocation methodology for Corporate Support costs. To more closely align with the cost allocation approaches of the Province’s Financial Information Return (FIR) and Municipal Benchmarking Network Canada (MBNCanada), the cost of governance-related services of the Office of the Chair, Regional Council, the CAO’s Office (excluding Human Resources) and Regional Clerks & Council Services are no longer being recovered from the tax-supported program areas and are now being reported separately in Non-Program. This represents an increase of \$5.3 million in 2021 in Non-Program, with offsetting decreases reflected in the tax-supported program areas, with no overall budget impact resulting from this change.

The Region’s two primary funding sources are property taxes and water and wastewater rates. The cost of Corporate Administration is allocated to both the tax-supported and rate-supported budgets in order to represent the full cost of program delivery to the two separate funding sources. Despite this change in methodology, the tax-supported and rate-supported portions of the governance costs are still being recovered from the respective operating budgets. The change in methodology, therefore, only affects how those costs are being presented for the tax-supported budget since the rate-supported budget is a separate budget that still receives its portion of the costs.

The following table outlines the governance-related services, including their net expenditures, and the tax and rate allocations. The tax allocation is then further broken down between Non-Program and Programs. In Regional Clerks & Council Services, there are governance-related services, such as support provided to Regional Council, its Committees, and the Halton Police Board, as well as non governance-related services for freedom of information, privacy, and records management. The non governance-related services are still recovered from the service delivery departments, and therefore are not included in Non-Program.

Regional Governance Recoveries				
\$000s	2021			
	Net Expenditures	Non-Program	Programs*	Rate
Office of the Chair	\$ 291	\$ (193)	\$ -	\$ (98)
Regional Council	1,630	(1,081)	-	(549)
Business Planning & Corporate Initiatives	1,848	(1,266)	-	(582)
Internal Audit	759	(500)	-	(259)
Strategic Policy & Government Relations	2,487	(1,983)	-	(503)
Regional Clerk & Council Services	783	(326)	(258)	(199)
Total	\$ 7,798	\$ (5,349)	\$ (258)	\$ (2,190)

*Freedom of information, privacy and records management services costs are allocated to the tax-supported program areas as they are non Governance-related

Schedule may not add due to rounding

Halton Region

Budget and Business Plan 2021

Boards & Agencies

Boards & Agencies

Boards & Agencies consists of external entities to whom the Region provides funding. This includes Conservation Authorities, the Royal Botanical Gardens, and North Halton Mental Health Clinic (NHMHC), as outlined in the following table. Halton Regional Police Service (HRPS) is also included in this section due to the *Police Services Act, 1990* requirement that Police Services Boards submit operating and capital estimates of maintaining the police force and providing it with the necessary equipment and facilities to Regional Council.

Budget Impacts

The 2021 Boards & Agencies budget is increasing by \$341,000, or 2.9% over 2020, with details provided below.

\$000s	2020	2021	Change	
	Approved Budget	Requested Budget	2021 Requested / 2020 Approved	
Boards & Agencies				
Conservation Halton	\$ 8,885	\$ 9,163	\$ 278	3.1%
Credit Valley Conservation	607	631	24	4.0%
Grand River Conservation Authority	280	292	12	4.2%
Conservation Authorities	9,772	10,086	314	3.2%
Royal Botanical Gardens	802	819	16	2.0%
North Halton Mental Health Clinic	1,213	1,225	11	0.9%
Total	\$ 11,788	\$ 12,129	\$ 341	2.9%

Schedule may not add due to rounding

Conservation Authorities

Conservation Authorities receive funding from those municipalities that fall within their watershed in accordance with the *Conservation Authorities Act, R.S.O. 1990, c. C.27*, as amended (the “Act”). Halton Region provides funding to 3 Conservation Authorities through a municipal levy: Conservation Halton, Credit Valley Conservation and Grand River Conservation Authority. The total budget for the Conservation Authorities in 2021 is \$10.1 million, an increase of \$314,000 or 3.2%. The following table summarizes the 2021 budgeted requests for the Conservation Authorities funded by the Region.

\$000s	2020	2021	Change	
	Approved Budget	Requested Budget	2021 Requested / 2020 Approved	
Conservation Halton	\$ 8,885	\$ 9,163	\$ 278	3.1%
Credit Valley Conservation	607	631	24	4.0%
Grand River Conservation Authority	280	292	12	4.2%
Total	\$ 9,772	\$ 10,086	\$ 314	3.2%

Provincial Review of the Act

The Province has proposed amendments to the Act, announced in the first reading of Bill 229 released on November 5, 2020. Conservation authorities are currently assessing the impacts of these proposed amendments in conjunction with Conservation Ontario. The proposed amendments, if passed, include streamlining the land use planning role for conservation authorities, defining programs and services which conservation authorities deliver on behalf of a municipality pursuant to a memorandum of understanding, and enabling the Minister to establish standards and requirements for non mandatory programs. The proposed amendments include a transition period where the conservation authority and the Region can review the non-mandatory programs and services to determine a funding path forward. Once the bill receives Royal Assent and the conservation authorities identify their non-mandatory programs and services, Regional staff will review to assess the impact to future budgets, if any.

Conservation Halton

Before apportionment, Conservation Halton’s 2021 municipal levy increased by 3.0%, which is less than the guideline of 3.7% provided by Regional Council through FN-26-20. The main drivers for the increase in Conservation Halton’s budget and the municipal levy request are related to personnel services, which accounts for 69% of their operating budget.

The Region has budgeted \$9.2 million for Conservation Halton’s municipal levy request in 2021, based on an apportionment of 87.8421%. This represents an increase of \$278,000, or 3.1%, over the 2020 municipal levy, which was based on an apportionment of 87.7576%. The increase in apportionment reflects that the Region is growing more than other municipalities within the Conservation Halton watershed.

In 2017, Conservation Halton requested \$8.4 million from the Region over 10 years for their Emerald Ash Borer (EAB) program as a special request, of which \$804,000 is requested in 2021. This request is being funded through a capital project in the Region’s budget and with transfers from the Tax Stabilization reserve. Repayments to the reserve are included in the Region’s 2021 Non-Program budget. The Region provides funding to Conservation Halton as the work is completed and upon receipt of invoices.

In 2020, Conservation Halton requested that the Region fund the remaining capital expenditures related to their Floodplain Mapping Update project, totalling \$3.2 million for 2020 – 2026, of which \$500,000 is requested in 2021. The structure is set up similar to the funding for the EAB program described previously.

The Conservation Halton Board of Directors approved the 2021 budget on October 22, 2020. Further details on Conservation Halton's budget can be found in Report No. FN-39-20 (re: 2021 Budget Overview – Conservation Halton).

Credit Valley Conservation

Before apportionment, Credit Valley Conservation's 2021 municipal levy increased by 2.3%, which is less than the guideline of 3.7% provided by Regional Council. The main drivers for the increase in Credit Valley Conservation's budget and the municipal levy request are related to personnel services, which accounts for 75% of their operating budget.

Credit Valley Conservation's 2021 total municipal levy request from the Region is \$631,000, based on the Region's apportionment of 5.1446% in 2021. This represents an increase of \$24,000, or 4.0%, over the 2020 municipal levy, which was based on an apportionment of 5.0626%. The increase in apportionment reflects that the Region is growing more than other municipalities within the Credit Valley Conservation watershed.

In 2016, Credit Valley Conservation requested \$1.5 million from the Region over 7 years for their EAB program as a special benefiting levy, of which \$51,000 is requested in 2021. Similar to Conservation Halton, this request is being funded through a capital project in the Region's budget and with transfers from the Tax Stabilization reserve. Repayments to the reserve are included in the Region's 2021 Non-Program budget. The Region provides funding to Credit Valley Conservation as the work is completed and upon receipt of invoices.

The Credit Valley Conservation Board of Directors are scheduled to approve the 2021 budget in early 2021. Further details on Credit Valley Conservation's budget can be found in Report No. FN-40-20 (re: 2021 Budget Overview – Credit Valley Conservation).

Grand River Conservation Authority

Before apportionment, Grand River Conservation Authority's 2021 municipal levy increased by 2.5%, which is less than the guideline of 3.7% provided by Regional Council. The main drivers for the increase in Grand River Conservation Authority's budget and the municipal levy request are related to inflationary increases across Grand River Conservation Authority programs.

The Region has budgeted \$292,000 for Grand River Conservation Authority's municipal levy request in 2021, based on an apportionment of 2.3876%. This represents an increase of \$12,000, or 4.2%, over the 2020 municipal levy, which was based on an apportionment 2.3479%. The increase in apportionment reflects that the Region is growing more than other municipalities within the Grand River Conservation Authority watershed.

The Grand River Conservation Authority Board of Directors are scheduled to approve the 2021 budget on February 26, 2021. Further details on Grand River Conservation Authority's budget can be found in Report No. FN-41-20 (re: 2021 Budget Overview – Grand River Conservation Authority).

Royal Botanical Gardens

Royal Botanical Gardens receives an operating grant from the Region and the City of Hamilton. The Region continues to provide funding to Royal Botanical Gardens at the rate of inflation. The Region's contribution is budgeted to increase by 2.0%, or \$16,000, to a 2021 budget of \$819,000.

North Halton Mental Health Clinic

Effective April 1, 2018, North Halton Mental Health Clinic was transferred from Halton Region to Halton Healthcare as per Report No. MO-33-17. Pursuant to a funding agreement between the Region and Halton Healthcare, an annual grant of \$1.0 million is being provided for North Halton Mental Health Clinic programming, and the Region continues to fund the lease for this facility which amounts to \$184,700 in 2021. The Region has agreed to continue to support the North Halton Mental Health Clinic until such time as additional mental health funding is secured by Halton Healthcare for the transferred programs, which will be used to reduce the Region's annual contribution. Regional staff continue to work with Halton Healthcare and the Mississauga Halton LHIN to secure additional funding.

Halton Regional Police Service

The Halton Regional Police Service 2021 budget request is \$168.8 million, which is an increase of \$6.9 million, or 4.2%, over the 2020 approved budget. The Police Services guideline was a 3.7% increase before assessment, which has been approved by the Halton Police Board at a 4.2% increase, reflecting the 3.7% guideline provided by Regional Council plus 0.5% to offset the impact of decreases in Provincial funding. The following table provides a summary of the budget request. The Halton Police Board approved the 2021 budget on October 29, 2020. Further details regarding this budget request can be found in Report No. FN-42-20 (re: 2021 Budget Overview – Halton Regional Police Service).

\$000s	2020		2021			Change		
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2021 Base/ 2020 Approved	2021 Requested/ 2020 Approved		
Halton Regional Police Service								
Personnel Services	\$ 146,640	\$ 150,052	\$ 1,429	\$ 151,481	\$ 3,411	2.3%	\$ 4,841	3.3%
Materials & Supplies	7,107	7,204	216	7,420	97	1.4%	313	4.4%
Purchased Services	10,336	10,899	-	10,899	563	5.4%	563	5.4%
Financial & Rent Expenses	368	365	-	365	(3)	-0.8%	(3)	-0.8%
Total Direct Costs	164,450	168,519	1,645	170,163	4,069	2.5%	5,714	3.5%
Allocated Charges	1,818	1,971	-	1,971	153	8.4%	153	8.4%
Transfers from Reserves - Operating	(350)	-	-	-	350	-100.0%	350	-100.0%
Gross Operating Expenditures	165,918	170,490	1,645	172,134	4,572	2.8%	6,216	3.7%
Transfers to Reserves - Capital	5,608	5,308	-	5,308	(300)	-5.3%	(300)	-5.3%
Transfers from Reserves - Capital	(2,038)	(1,303)	-	(1,303)	734	-36.0%	734	-36.0%
Debt Charges	4,166	3,432	-	3,432	(734)	-17.6%	(734)	-17.6%
Capital Financing Expenditures	7,737	7,437	-	7,437	(300)	-3.9%	(300)	-3.9%
Total Gross Expenditures	173,654	177,926	1,645	179,571	4,272	2.5%	5,916	3.4%
Subsidies	(6,373)	(5,961)	-	(5,961)	412	-6.5%	412	-6.5%
Other Revenue	(5,306)	(4,777)	-	(4,777)	529	-10.0%	529	-10.0%
Total Revenue	(11,680)	(10,739)	-	(10,739)	941	-8.1%	941	-8.1%
Net Program Expenditures	\$ 161,975	\$ 167,187	\$ 1,645	\$ 168,832	\$ 5,213	3.2%	\$ 6,858	4.2%

Schedule may not add due to rounding

Halton Region

Budget and Business Plan 2021

Water & Wastewater Overview



Water & Wastewater Budget Overview

2021 Operating Budget Summary

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

As shown in the following table, the 2021 Water and Wastewater Rate-Supported Budget has a 2.6% increase, which is lower than the 3.5% guideline set out in Report No. FN-26-20 re: “2021 Budget Directions” as a result of savings and efficiencies described in more detail below. For a typical residential home using 250 cubic metres (m³) of water per year, this will result in an additional \$27 in 2021, for both water and wastewater charges.

Rate Impact On a Typical Household (250 m ³ / Year)						
	2020		2021		Change*	
	Budget		Budget		\$	%
Water	\$	478	\$	492	\$ 14	3.0%
Wastewater		554		567	12	2.2%
Total	\$	1,032	\$	1,059	\$ 27	2.6%

Schedule may not add due to rounding

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

As shown in the following table, the 2021 requested Budget for Water and Wastewater Services is increasing from \$213.8 million to \$220.7 million, an increase of \$7.0 million or 3.3%. This includes the base budget increase of \$6.8 million and net strategic investments of \$121,000 that align with Council priorities. Customer growth is estimated to be 1.5% or \$1.4 million, resulting in a net water and wastewater rate increase of \$5.6 million or 2.6% for the 2021 Budget.

\$000s	2020		2021		Change in Budget	
	Approved Budget	Requested Budget	Requested Budget	2021 Requested / 2020 Budget		
Gross Operating Expenditures	\$ 118,940	\$ 120,211	\$ 120,211	\$ 1,271	1.1%	
Capital Financing Expenditures	112,533	118,217	118,217	5,684	5.1%	
Gross Expenditures	\$ 231,473	\$ 238,428	\$ 238,428	\$ 6,955	3.0%	
Other Revenues	(17,684)	(17,688)	(17,688)	(4)	0.0%	
Net Program Impact	\$ 213,789	\$ 220,740	\$ 220,740	\$ 6,951	3.3%	
Consumption Growth*				-	0.0%	
Customer Growth*				(1,373)	-0.6%	
Rate Increase				\$ 5,578	2.6%	

* Includes 0.0% consumption growth and 1.5% customer growth

As outlined in the table above, operating costs are increasing by \$1.3 million, driven by inflationary costs and other projected increases mitigated with one-time savings and efficiencies which are discussed in the details below.

In addition, there is a \$5.7 million increase in capital financing expenditures, which fund the water and wastewater State-of-Good-Repair capital program. The operating contributions for the existing State-of-Good-Repair capital program have increased by \$8.1 million based on the Public Work's Asset Management Plan. This is offset by a \$2.4 million reduction in debt charges due to retiring debt.

Of the 2.6% increase, 2.1% is driven by capital financing required to support the State-of-Good-Repair capital program and 0.5% is required to operate and maintain the water and wastewater system.

\$000s	Change in Budget			
	Net Program Impact	With Customer Growth*	Rate Impact	
Gross Operating Expenditures	\$ 1,271			
Other Revenues	(4)			
Net Operating Expenditures	\$ 1,267	\$ 1,017	0.5%	
Capital Financing Expenditures	5,684	4,561	2.1%	
Net Program Impact	\$ 6,951	\$ 5,578	2.6%	

* Includes 0.0% consumption growth and 1.5% customer growth

The following chart highlights the process undertaken to prepare the 2021 Rate-Supported Budget.

2021 Budget Process				
	Report	Date	Rate Increase	Consumption / Customer Growth
2021 Forecast	FN-45-19	December 11, 2019	3.5%	0.0% / 1.4%
2021 Budget Directions	FN-26-20	July 15, 2020	3.5%	0.0% / 1.4%
2021 Budget	FN-44-20	December 16, 2020	2.6%	0.0% / 1.5%

The 10-year Operating Budget Forecast in the 2020 Budget and Business Plan projected the rate increase for Regional programs in 2021 to be 3.5%. 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 2021 Budget Directions, the forecast budget model maintained the water consumption (0.0%) and customer growth (1.4%) projected in the 2020 Forecast. Based on these factors, Council approved the 2021 Budget Directions with a rate increase not to exceed 3.5%. Several times during the budget process, Management Committee reviewed the base budget and proposed strategic investments to ensure levels of service are maintained and to achieve Council priorities. These considerations are reflected in the 2021 Budget with a 2.6% rate increase. Compared to 2021 Budget Directions, consumption growth has remained at 0.0%, while the assumption for customer growth has increased from 1.4% to 1.5% to reflect an anticipated increase as a result of the 2020 Allocation Program.

Several times during the budget process, Management Committee reviewed the base budget and proposed strategic investments to ensure levels of service are maintained, continuous improvements are undertaken and Council priorities are achieved, which has resulted in a 2.6% rate increase in the 2021 budget. Bringing water and wastewater rate increase related to operations in at or below the rate of inflation (0.5%), including strategic investments, is a result of prudent decision making by Regional Council and continuous improvements by staff as noted in the Executive Summary.

The 2021 Budget also incorporates savings in the base budget through efficiencies and the redeployment of resources to priority programs. The following savings of \$4.8 million have been identified in the 2021 Rate-Supported budget, which will be used to fund priority areas in the water and wastewater program:

- Reduction in debt charges of \$2.4 million resulting from the retirement of debt
- Reduction of \$863,000 in compensation due to the introduction of a vacancy allowance, to represent savings from temporary vacancies and more closely align the compensation budget with actual costs
- Decrease of \$675,000 in hydro costs due to the participation of 5 treatment plants and 2 pumping stations in the Industrial Conservation Initiative, which helps the Region manage its global adjustment costs by reducing demand during peak periods, as well as economies of scale arising from the closure of the Milton Wastewater Treatment Plant and subsequent processing of flows at the Mid-Halton Wastewater Treatment Plant
- Net decrease of \$381,000 in plant maintenance materials and supplies and purchased services due to efficiencies identified through a review of the maintenance program and the implementation of a reliability centered maintenance program
- Decrease of \$350,000 in the basement flooding prevention program enabled through significant progress made to date in the sewer system optimization capital program, weeping tile and downspout disconnection programs
- Decrease of \$81,000 in natural gas and diesel fuel mainly due to lower than anticipated rates
- Decrease of \$78,000 in professional services, training, conferences and meals to reflect trends and reduced needs

2021 Budget Drivers

The savings discussed above, together with customer growth of 1.5%, are used to partially fund the key drivers in the 2021 Budget. The investments required to address these key drivers have been included in the 2021 Budget within an overall 2.6% rate increase, totalling \$5.6 million. The following key drivers of the 2021 budget reflect Council's priorities and are detailed later in the divisional overviews.

Water and Wastewater State-of-Good-Repair Capital - The operating contributions included in the 2021 Budget in support of the Water and Wastewater State-of-Good-Repair capital program total \$104.7 million, based on the Public Works Asset Management Plan (PW-28-17). These contributions are an \$8.0 million increase over the 2020 transfers to support the growing infrastructure base. As discussed above, based on the Region's pay-as-you-go strategy and increasing asset base, it is projected that the operating contributions will continue to increase throughout the forecast. The State-of-Good-Repair capital program is a significant driver of the rate-supported program throughout the 10-year forecast requiring a 1.5% to 2.2% rate increase each year.

Capital Project Delivery – To continue to successfully deliver the State-of-good-repair and Development-related capital programs that continue to increase in size and complexity, the following strategic investments are proposed for 2021. These investments will be funded through the capital program, with no net rate impact.

- **Senior Construction Inspectors \$271,000** The Region's Construction Inspectors ensure that the construction of the Region's roads, watermains and wastewater mains comply with the standards and conditions of approval with respect to design, construction methodology and level of customer service. The addition of 2.0 Senior Construction Inspectors will help the Engineering and Construction Services division address increased demand arising out of growth of the Region's Roads, Water and Wastewater capital programs.
- **Construction Ambassador \$115,000** The Construction Ambassador program, introduced in 2019, established a "one-window" point of contact to improve the customer experience related to Regional capital projects. Since implementation, the program has received positive endorsement and appreciation from both internal and external stakeholders. An additional Construction Ambassador is required in order to continue providing highly effective, accurate, timely and unified communication on large-scale and high-impact capital projects as the Region's capital program continues to grow in size and complexity.
- **Project Managers \$291,000** With the anticipated growth in the Region and the increasing size and complexity of capital projects, an additional 2.0 Project Manager FTEs (II & III) will help to stabilize workloads and ensure the continued delivery of effective short and long term project commitments.

Water and Wastewater Maintenance program - The 2021 Rate-Supported operating budget provides \$20.2 million for the ongoing repair and maintenance of the water and wastewater system, which is an increase of \$298,000 or 1.5% from the 2020 budget driven mainly by inflationary increases. Throughout 2019 and continuing in 2020, staff are implementing the Reliability Centred Maintenance program in order to provide an optimum maintenance mix that drives towards zero unplanned operational interruptions, along with a focus on planning and scheduling to efficiently and effectively realize the maximum value of Halton Region's water and wastewater assets. In 2021, staff will continue to focus on optimizing Reliability Centred Maintenance programs to ensure critical infrastructure is maintained to ensure break-downs are minimized and the service life of the assets are maximized. Optimization work will include improvements to work process flows and completing more maintenance using internal resources. In order to maintain existing service levels for the growing water and wastewater system, the following strategic investments are proposed for 2021, which will be funded with equivalent reductions to purchased services, with no net rate impact:

- **Water Distribution & Wastewater Collection Operators \$505,000** to maintain existing levels of service to keep pace with the significant growth in the system, which requires increased efforts to complete maintenance programs and respond to a greater number of on-demand customer service requests.

An additional 3.0 Water Distribution/Wastewater Collection Operators will reduce reliance on external contractors, and help ensure the Region can continue to deliver operations and maintenance programs to provide appropriate levels of service, while ensuring a safe and healthy workplace.

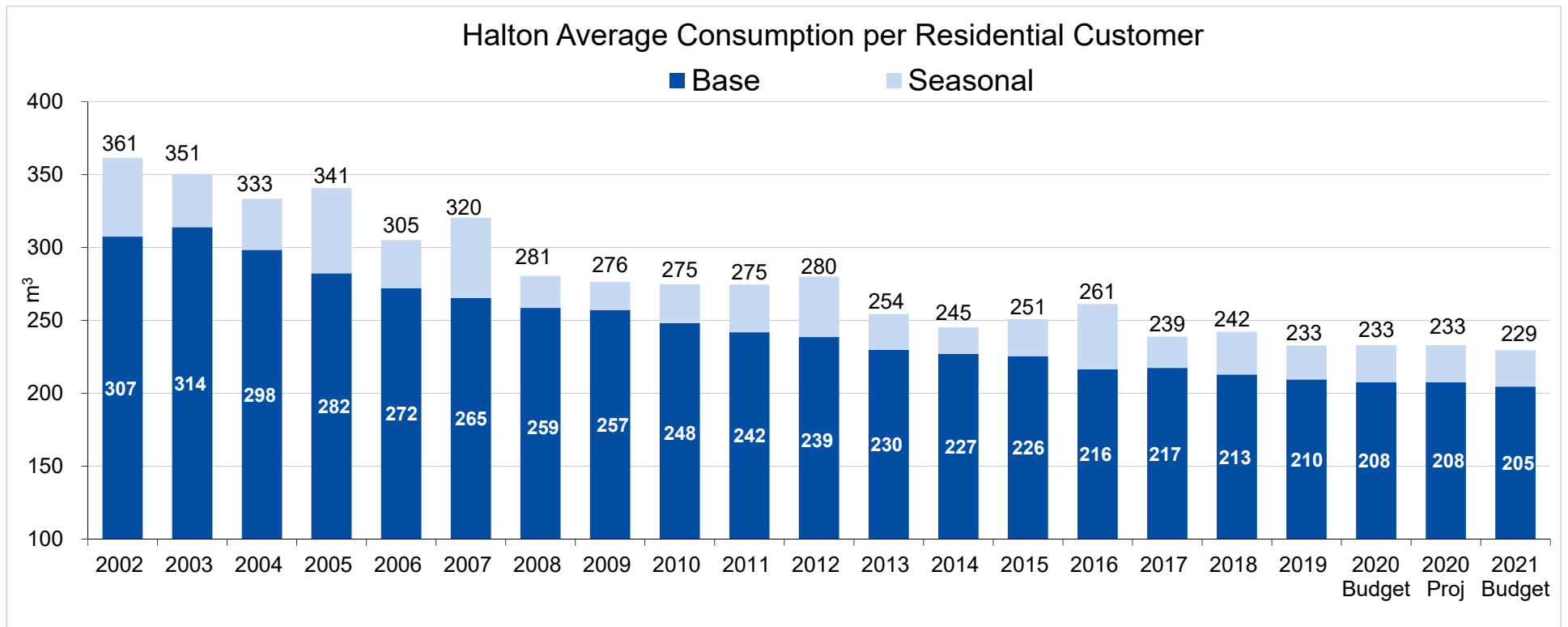
Resiliency of the Region's Infrastructure – To ensure resiliency of the Region's infrastructure, the 2021 budget continues to incorporate the implementation of the SCADA 10-year masterplan, and also continues to invest in the Basement Flooding Mitigation program.

Supervisory Control and Data Acquisition (SCADA) is a critical component of water treatment and distribution and wastewater collections and treatment which maintains high quality service levels and regulatory compliance through enterprise-wide monitoring and process control. In 2018, the Region completed a SCADA Systems Master Plan which provides a 10-year plan to maintain the reliability of the SCADA system and establish new initiatives to meet emerging needs to optimize the use of resources, both internal and external.

Basement Flooding Mitigation Program - The 2021 budget continues to include \$136,000 for the Region's Ex-Gratia Grant program and for the Basement Flooding Prevention subsidy program. In addition, the budget includes the continued implementation of the Region-wide Basement Flooding Mitigation program as set out in Report No. PW-18-16 (re: Region-Wide Basement Flooding Mitigation Program). As a result of the significant progress made to date in the sewer system optimization capital program, weeping tile and downspout disconnection programs, the budget for grants is being reduced by \$350,000 to reflect the projected program requirements in 2021 including predicated uptake of the flooding subsidy programs. The 2021 budget includes capital project funding of \$6.0 million.

Sustainable Rate Revenue - The Region implemented the results of the Rate Revenue Review (FN-20-16 re: 2017 Budget Directions) in the 2017 Budget and Business Plan, which included adjustments to the projected consumption from 54.8 million m³ to 52.9 million m³ to reflect the declining trend in actual consumption, implementing a uniform rate structure and phasing out the wastewater cap by 2020 for billing purposes. The 2021 budget continues with these parameters including anticipated consumption of 52.9 million m³, which staff will continue to monitor as consumption continues to decline. The rate forecast anticipates further reductions to budgeted consumption in the last half of the forecast period.

It is expected that water conservation efforts and growing environmental awareness will continue to affect the consumption level in the forecast period although the rate of this trend is projected to decelerate with efficient plumbing and appliances reaching maturity over time. As shown in the graph below, the actual base consumption (with no seasonal usage) has been steadily decreasing, with a 2.8% reduction in the average annual household consumption from 216m³ to 210m³ over the past 4 years (2016-2019). Accordingly, the 10-year operating forecast incorporates provisions for declining consumption.



Long-Term Water Meter Strategy - As reported to Council in Report No. PW-45-19/FN-35-19 (re: Long Term Water Meter Strategy – Implementation Plan), staff will complete vendor selection for the installation a Region Wide Advanced Meter Infrastructure System (AMI) in 2020. Installation of the AMI system will begin in 2021 with full Region-wide implementation anticipated by the end of 2024. Meters that have reached or are nearing end-of-life will be replaced in conjunction with the installation of the Region-Wide AMI system. Benefits of AMI technology include revenue protection, improved operational efficiency, enhanced customer service, improved distribution system performance monitoring and environmental benefits, and a reduction in the number of meter reading issues and service calls that meter technicians respond to. The proactive maintenance program for large meters (40 mm and greater), which began in 2017, will continue, prolonging the life of the meters and ensuring that the proper volume of water is being recorded. Based on the results of meter testing, the meter replacement program will be optimized to ensure that larger meters are scheduled for replacement when their accuracy in measuring volume degrades.

2021 Water & Wastewater Operating Budget By Program

As shown in the following table, the 2021 requested budget for Water and Wastewater Services is increasing from \$213.8 million to \$220.7 million, an increase of \$7.0 million or 3.3%. This includes a base budget increase of \$6.8 million or 3.2% and net strategic investments of \$121,000 that align with Council priorities and address operational issues. When combined with 1.5% customer growth (\$1.4 million), this results in a net water and wastewater rate increase for the 2021 Budget of \$5.6 million or 2.6%. The net expenditures shown below incorporate Corporate Administration costs in order to reflect the full cost of service delivery.

As discussed earlier, of the 2.6% increase, 2.1% relates to capital financing of the State-of-Good-Repair program, and 0.5% is required to operate and maintain the water and wastewater system. The changes in the 2021 Budget by program area are discussed in detail later in this section.

Net Operating Budget for Water & Wastewater Services								
\$000s	2020	2021			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2021 Base to 2020 Budget		2021 Requested to 2020 Budget	
Water Treatment	\$ 23,292	\$ 23,272	\$ -	\$ 23,272	\$ (20)	-0.1%	\$ (20)	-0.1%
Wastewater Treatment	40,083	39,676	-	39,676	(406)	-1.0%	(406)	-1.0%
Water Distribution	26,759	27,308	60	27,369	549	2.1%	610	2.3%
Wastewater Collection	20,604	21,628	60	21,688	1,024	5.0%	1,084	5.3%
Infrastructure Management	103,051	108,735	-	108,735	5,684	5.5%	5,684	5.5%
Net Program Impact	\$ 213,789	\$ 220,620	\$ 121	\$ 220,740	\$ 6,831	3.2%	\$ 6,951	3.3%
Consumption Growth (0.0%)							-	0.0%
Customer Growth (1.5%)							(1,373)	-0.6%
Net Increase Requirement							\$ 5,578	2.6%

Schedule may not add due to rounding.

2021 Water & Wastewater Operating Budget By Cost Category

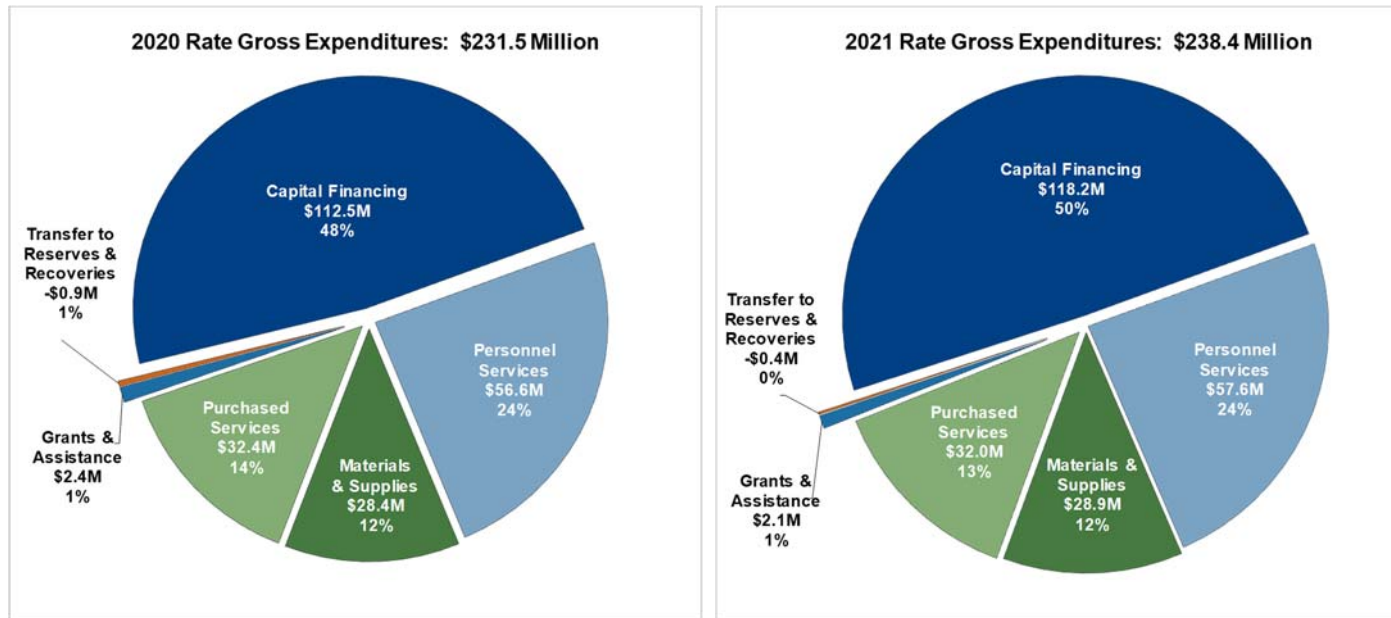
The following table provides a summary of expenditures and revenues by category.

Total Rate Operating Budget Comparison by Cost Category									
\$000s	2020	2021			Change In Budget				
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2021 Base to 2020 Budget		2021 Requested to 2020 Budget		
Personnel Services	\$ 56,593	\$ 56,644	\$ 915	\$ 57,559	\$ 51	0.1%	\$ 966	1.7%	
Materials & Supplies	28,356	28,612	264	28,876	256	0.9%	520	1.8%	
Purchased Services	32,439	32,531	(502)	32,029	92	0.3%	(410)	-1.3%	
Financial and Rent Expenses	235	296	-	296	62	26.2%	62	26.2%	
Grants & Assistance	2,442	2,120	-	2,120	(323)	-13.2%	(323)	-13.2%	
Total Direct Costs	120,065	120,202	677	120,879	138	0.1%	814	0.7%	
Allocated Charges/(Recoveries)	(17,610)	(17,867)	(556)	(18,423)	(257)	1.5%	(813)	4.6%	
Corporate Support Charges	16,400	17,670	-	17,670	1,270	7.7%	1,270	7.7%	
Transfers to Reserves - Operating	85	85	-	85	-	0.0%	-	0.0%	
Transfers from Reserves - Operating	-	-	-	-	-	0.0%	-	0.0%	
Gross Operating Expenditures	118,940	120,091	121	120,211	1,151	1.0%	1,271	1.1%	
Capital Financing Expenditures	112,533	118,217	-	118,217	5,684	5.1%	5,684	5.1%	
Total Gross Expenditures	231,473	238,308	121	238,428	6,835	3.0%	6,955	3.0%	
Subsidies	(9,482)	(9,482)	-	(9,482)	-	0.0%	-	0.0%	
Other Revenues	(8,202)	(8,206)	-	(8,206)	(4)	0.0%	(4)	0.0%	
Total Revenue	(17,684)	(17,688)	-	(17,688)	(4)	0.0%	(4)	0.0%	
Net Expenditures	\$ 213,789	\$ 220,620	\$ 121	\$ 220,740	\$ 6,831	3.2%	\$ 6,951	3.3%	
Consumption Growth								0.0%	
Customer Growth								1.5%	
Rate Impact								2.6%	

Schedule may not add due to rounding.

Expenditures

The following chart shows the breakdown of the gross expenditures in the total 2021 Operating Budget for Regional rate-supported services of \$238.4 million by cost category.



Total gross expenditures are increasing by \$7.0 million (3.3%) in the 2021 Rate-Supported Budget, attributable to the following key changes:

Personnel Services - \$966,000 increase

As shown in the following table, compensation costs are proposed to increase by 1.71% or \$966,000 in 2021 as a result of:

- 0.09% or \$50,700 for base budget compensation increases, comprised of the following:
 - 1.26% or \$714,600 increase to salary/wage budget which includes a 2.0% increase in the non-union pay band based on a pay-for-performance merit system, and anticipated increases in union agreements.
 - 0.35% or \$198,700 increase to benefit costs based on increases in statutory and other benefits calculated as a percentage of earnings.
 - -1.52% or (\$862,600) decrease due to the introduction of a vacancy allowance into the 2021 budget. Following a review of the compensation budget and favourable variance trends resulting from temporary staff vacancies, a vacancy allowance was introduced in the 2021 budget to more closely align the compensation budget with actual compensation costs. A vacancy allowance of -1.5% has been applied to the 2021 compensation budget, and will be reviewed annually as part of the budget process.

- 1.62% or \$915,000 increase for an additional 8.0 full-time equivalents (FTEs) recommended as strategic investments in the 2021 budget. Of the 8.0 FTEs, 5.0 FTEs (\$641,000) are funded by recoveries from capital projects, and 3.0 FTEs (\$274,000) are funded through equivalent reductions in purchased services, with no net rate impact.

2021 Compensation Summary						
	2019	2020	2021			
	Compensation Budget	Compensation Adjusted	Compensation Inc/(Dec)	Strategic Investments	Compensation Budget	Change
Infrastructure Planning & Policy	10,003,440	10,569,460	37	-	10,569,497	0.00%
Engineering & Construction	9,843,700	10,294,180	(12,123)	641,050	10,923,107	6.11%
Water & Wastewater System Services	14,757,200	15,265,940	31,135	273,960	15,571,035	2.00%
Water & Wastewater Treatment	19,526,310	20,463,510	31,626	-	20,495,136	0.15%
Total	\$ 54,130,650	\$ 56,593,090	\$ 50,675	\$ 915,010	\$ 57,558,775	1.71%
Compensation Increase			0.09%	1.62%		1.71%

Staff Complement

As shown in the following table, the additional staff complement proposed in the 2021 Rate-Supported budget as strategic investments is 8.0 FTEs or a 1.70% increase, which results in a total complement of 478.0 FTEs.

2021 Complement Summary						
	2019	2020		2021		
	Budgeted Staff Complement	Budgeted Staff Complement	Total In-Year Adjustments	Strategic Investments	Budgeted Staff Complement	Change %
Infrastructure Planning & Policy	82.0	83.0	-	-	83.0	0.00%
Engineering & Construction	77.0	77.0	-	5.0	82.0	6.49%
Water & Wastewater System Services	137.0	138.0	-	3.0	141.0	2.17%
Water & Wastewater Treatment	170.0	172.0	-	-	172.0	0.00%
FTE	466.0	470.0	-	8.0	478.0	1.70%
Staff Increase			0.00%	1.70%	1.70%	

Materials & Supplies - \$520,000 increase

- \$773,000 increase in various materials, supplies, and equipment in order to reduce reliance on external contractors and bring various operations, maintenance and remediation activities in house. This is fully offset with a reduction in contracted services discussed below.
- \$446,000 increase in chemicals due to an increased price for polymer and ferric chloride resulting from an increased cost of raw materials and market demand.
- \$61,000 increase in technology required to increase mobility, connectivity, and efficiency.

- (\$675,000) decrease in hydro costs due to the participation of 5 treatment plants and 2 pumping stations in the Industrial Conservation Initiative, which helps the Region manage its global adjustment costs by reducing demand during peak periods, as well as economies of scale arising from the closure of the Milton Wastewater Treatment Plant and subsequent processing of flows at the Mid-Halton Wastewater Treatment Plant.
- (\$84,000) decrease in plant maintenance materials and supplies due to efficiencies identified through a review of the maintenance program and the implementation of a Reliability Centered Maintenance program.
- (\$81,000) decrease in natural gas and diesel fuel mainly due to lower than anticipated rates

Purchased Services – \$410,000 decrease

- (\$1.0 million) decrease in contracted services due to various operations, maintenance and remediation activities being brought in-house and completed by the Region's licensed operators and tradespersons.
- (\$298,000) decrease in plant maintenance purchased services to reflect efficiencies identified through a review of the maintenance program and the implementation of a Reliability Centered Maintenance program.
- (\$81,000) decrease in landscaping costs to reflect contract savings.
- (\$78,000) decrease in professional services, training, conferences and meals to reflect trends and reduced needs.
- (\$38,000) decrease in sludge haulage due to efficiencies arising from the closure of the Milton Wastewater Treatment Plant and centralizing haulage from the Mid-Halton Wastewater Treatment Plant.
- \$579,000 increase in restoration costs arising from the size and complexity of sites requiring restoration and increased material costs.
- \$395,000 increase in property taxes arising from increased property value assessments following plant and station upgrades.
- \$155,000 increase in water billing charges from the Local Distribution Companies due to a contracted rate increase of 1.9% and 1.5% customer growth.

Financial & Rent Expenses - \$62,000 increase

- \$60,000 increase resulting from an increased need for equipment rentals.

Grants & Assistance – \$323,000 decrease

- (\$350,000) decrease in the Basement Flooding Prevention program enabled through significant progress made to date in the Sewer System Optimization capital program, Weeping Tile and Downspout Disconnection programs.
- \$20,000 increase to contribute to a McMaster University study that tracks COVID-19 in wastewater.

Allocated Charges/(Recoveries) – \$813,000 increase

- (\$1.1 million) increase in capital recoveries to reflect project delivery costs and includes 5.0 additional staff resources proposed as strategic investments in support of the capital program.
- \$199,000 increase in chargebacks for fleet, regional stores, IT software maintenance, and risk management.
- \$121,000 increase due to a chargeback from Information Technology for a Systems Analyst added as a Strategic Investment.

Corporate Support Charges - \$1.3 million increase

- Increases are mainly driven by the expanding rate-supported program with additional staff resources approved in 2020.

Capital Financing Expenditures - \$5.7 million increase

- \$8.1 million increase in transfers to capital reserves to support the water and wastewater State-of-Good-Repair capital program.
- (\$2.4 million) reduction in debt charges resulting from the retirement of debt

Revenues

The \$238.4 million total gross expenditures in the Rate Budget are funded from water and wastewater utility revenues and program fees and other revenues as shown in the table below.

Other Revenues - \$4,000 increase

In addition to water and wastewater rate revenue, a number of other revenues fund the water and wastewater program. As shown below, the 2021 Budget includes \$17.7 million in other revenues, an increase of \$4,000 over 2020.

Rate Program Fees & Other Revenues				
\$000s	2020	2021	Change in Budget	
Subsidies	\$ 9,482	\$ 9,482	\$ -	0.0%
Interest Earnings	3,617	3,617	-	0.0%
Fees for Service	2,671	2,704	33	1.2%
Sewer Discharge Agreements	1,135	1,135	-	0.0%
Bulk Water Charges	779	750	(29)	-3.7%
Total	\$ 17,684	\$ 17,688	\$ 4	0.0%

Schedule may not add due to rounding.

The increase is driven by inflationary user fee increases for fees for service partially offset by a decrease for bulk water charges to reflect trends. The 2021 Budget also includes \$9.5 million of Subsidies for Gas Tax funding, which is used to fund the water and wastewater state-of-good repair capital programs, \$3.6 million of investment earnings applied to the Rate-Supported services and \$1.1 million in sewer discharge agreement revenue, which have remained unchanged from the 2020 Budget.

2021 Rate Strategic Investments

A total of 8.0 additional staff and the chargeback of a Systems Analyst from Information Technology are included in the 2021 Water & Wastewater budget as shown in the following table. These investments are proposed at a net impact of \$120,590. Details of the business cases for these positions can be found in the Strategic Investment section of the Budget and Business Plan.

2021 Rate Supported Strategic Investments								
Dept.	Division	Position Title	FTE	Personnel Costs	Gross Impact	Savings	Capital Recovery	Rate Impact
PW	Engineering & Construction	Senior Construction Inspectors	2.0	\$ 253,440	\$ 271,360	\$ -	\$ (271,360)	\$ -
PW	Engineering & Construction	Construction Ambassador	1.0	111,540	114,795	-	(114,795)	-
PW	Engineering & Construction	Project Managers	2.0	276,070	290,580	-	(290,580)	-
PW	Water and Wastewater System Services	Water Distribution/Wastewater Collection Operators	3.0	273,960	505,100	(505,100)	-	-
STG	Information Technology	Systems Analyst - Hansen	-	-	120,590	-	-	120,590
Total			8.0	\$ 915,010	\$ 1,302,425	\$ (505,100)	\$ (676,735)	\$ 120,590

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 0.0% to 2.0%
- Chemical increases of 2.0%
- Biosolids haulage cost increases of 2.0%
- Property taxes increases of 2.0%
- Customer growth ranging from 1.2% to 1.5%
- Consumption growth of -0.9% to 0.0%
- Capital expenditures based on financing plan for the Capital Budget
- Debt financing rate of 5.0%

Potential pressures on the 10-year forecast include:

- Provincial energy policy changes impacting the Industrial Conservation Initiative Program.
- Price impacts over and above the estimated inflationary assumptions.
- Impact of capital financing that may be required based on Asset Management Plan updates resulting from the Halton Region Asset Management Roadmap Implementation Plan.
- Further reductions in consumption per customer.
- Change in residential and industrial customer growth.
- Increase in cost to maintain the system based on growing infrastructure.
- Overall economic conditions.
- Impact of complying with the Ontario *Underground Information Notification System Act, 2012*.
- Legislation and regulation, such as Bill 175, the *Water and Sewage System Sustainability Act*, *Clean Water Act* and continuous improvement of the Drinking Water Quality Management System and pending implementation of wastewater regulations.

The water and wastewater rate forecast has been prepared to maintain the operating cost increases at or below the rate of inflation and to ensure that the funding for the repair and replacement of the water and wastewater infrastructure is financially sustainable. As shown in the following table, the rate forecast anticipates increases in a range between 3.1% and 3.3%, with over half of the increase (1.5% to 2.2%) required to support the capital expenditure financing to maintain the State-of-Good-Repair capital program. These rate increases are lower than the rate increases projected in the 2020 forecast due to savings in operating expenditures mainly related to hydro due to the participation of 5 treatment plants and 2 pumping stations in the Industrial Conservation Initiative, which allows eligible facilities to manage their global adjustment costs by reducing demand during peak periods, as well as economies of scale arising from the closure of the Milton Wastewater Treatment Plant in April 2020. Since becoming eligible to participate in the Industrial Conservation Initiative in July 2017, the Region has been able to avoid planned increases of \$876,000 in the 2018 Budget and \$350,000 in the 2019 Budget, and realize reductions of \$1.2 million in the 2020 Budget and \$675,000 in the 2021 Budget. The projected hydro increases in the 2021 forecast have subsequently been reduced to reflect these savings.

Also included in the forecast is a provision to reflect declining water consumption trends. As noted earlier, it is expected that water conservation efforts and growing environmental awareness will continue to affect the projected consumption in the forecast period. Over the past four years (2016-2019), the actual base consumption

(with no seasonal usage) has been steadily decreasing, with a decrease from 216 m³ to 210 m³, or 2.8%, in the average annual household consumption. Accordingly, the 2021 10-year rate forecast takes a conservative approach to the consumption projection based on the trends observed in the past four years. The forecast maintains the current projected consumption (52.9 million m³) for the first half of the 10-year period and reflects a gradual annual decline during the second half reaching 50.5 million m³ (-4.5%) by 2030. Staff will continue to closely monitor the trend and determine whether any further adjustments needs to be made through the annual budget process.

Ten Year Operating Budget Forecast For Rate Supported Services										
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
(\$000s)	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Water Treatment	\$ 23,272	\$ 23,976	\$ 24,602	\$ 25,263	\$ 25,944	\$ 26,645	\$ 27,363	\$ 28,109	\$ 28,884	\$ 29,682
Wastewater Treatment	39,676	40,877	41,944	43,070	44,232	45,427	46,651	47,923	49,244	50,605
Water Distribution	27,369	28,197	28,933	29,710	30,511	31,335	32,180	33,057	33,968	34,907
Wastewater Collection	21,688	22,344	22,928	23,543	24,178	24,832	25,501	26,196	26,918	27,662
Infrastructure Management	108,735	114,182	120,387	126,517	132,886	137,953	142,899	148,009	153,284	158,680
Net Program Impact	\$ 220,740	\$ 229,575	\$ 238,793	\$ 248,103	\$ 257,751	\$ 266,192	\$ 274,593	\$ 283,294	\$ 292,297	\$ 301,535
Customer Growth	1.5%	1.5%	1.5%	1.4%	1.4%	1.3%	1.3%	1.2%	1.2%	1.2%
Consumption Growth	0.0%	0.0%	0.0%	0.0%	0.0%	-0.9%	-0.9%	-0.9%	-0.9%	-0.9%
Annual Water Consumption m ³ (000s)	52,913	52,913	52,913	52,913	52,913	52,421	51,934	51,452	50,974	50,500
Rate Increase	2.6%	3.3%	3.3%	3.2%	3.2%	3.2%	3.1%	3.1%	3.1%	3.1%
Rate Impact:										
State-of-Good-Repair	2.1%	2.1%	2.2%	2.1%	2.1%	1.6%	1.6%	1.6%	1.6%	1.5%
Operating Expenses	0.5%	1.3%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%
Consumption Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.5%
Residential Bill (250 m³ p.a.)	\$ 1,059	\$ 1,094	\$ 1,131	\$ 1,167	\$ 1,205	\$ 1,244	\$ 1,283	\$ 1,324	\$ 1,365	\$ 1,408
\$ Increase	\$ 33	\$ 35	\$ 37	\$ 37	\$ 38	\$ 39	\$ 39	\$ 40	\$ 42	\$ 42

Schedule may not add due to rounding

Rate Budget Forecast as Projected in the 2020 Budget										
Annual % Rate Increase	3.5%	3.5%	3.5%	3.4%	3.4%	3.4%	3.4%	3.3%	3.2%	
Rate Impact:										
State-of-Good-Repair	2.2%	2.3%	2.3%	2.2%	1.7%	1.7%	1.7%	1.6%	1.6%	
Operating Expenses	1.3%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	
Consumption Change	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.5%	

Water & Wastewater Budget

The Region's Water and Wastewater Rate-Supported Budget provides for the delivery of safe, clean drinking water and the effective treatment of wastewater. The Public Works department delivers the water and wastewater program through systems that include 12 Water Treatment Plants and 6 Wastewater Treatment Plants.

Budget Impacts

The 2021 Rate-Supported Budget expenditures are increasing by \$7.0 million or 3.3%. Combined with customer growth, this results in a 2.6% rate increase, which equates to a \$27 annual increase per typical household (consuming 250 m³ /year).

\$000s	2021 Budget					2020 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Rate Impact	Net Rate Impact	2021-2020	
Water Treatment	\$ 19,157	\$ 5,050	\$ 24,208	\$ (936)	\$ 23,272	\$ 23,292	\$ (20)	-0.1%
Wastewater Treatment	36,533	5,252	41,785	(2,109)	39,676	40,083	(406)	-1.0%
Water Distribution	23,926	6,188	30,114	(2,745)	27,369	26,759	610	2.3%
Wastewater Collection	18,370	4,929	23,299	(1,611)	21,688	20,604	1,084	5.3%
Infrastructure Management	18,046	100,976	119,022	(10,287)	108,735	103,051	5,684	5.5%
Total	\$ 116,033	\$ 122,395	\$ 238,428	\$ (17,688)	\$ 220,740	\$ 213,789	\$ 6,951	3.3%
2020 Budget	115,461	116,012	231,473	(17,684)	213,789			
\$ Change	\$ 573	\$ 6,383	\$ 6,955	\$ (4)	\$ 6,951			
% Change	0.5%	5.5%	3.0%	0.0%	3.3%			
FTE					453.0	445.0	8.0	1.8%

Schedule may not add due to rounding.

The increase is mainly driven by investment in the State-of-Good-Repair capital program. In addition, 8.0 FTEs are proposed as strategic investments including 3.0 Water Distribution/Wastewater Collection Operators, 2.0 Senior Construction Inspectors, 2.0 Project Managers and 1.0 Construction Ambassador which will help to deliver an increasing workload of capital projects and enable the Region to bring various operations and maintenance programs in-house.

Hydro is a major driver of the rate-supported budget, with rate-supported services using more than 109 million kilowatt hours of hydro per year, or approximately 83% of the Region’s electricity consumption. As shown in the table below, hydro consumption has been increasing due to expansions at the treatment plants, enhancements to the level of treatment, and growth of the water and wastewater system. While hydro consumption has been increasing, actual hydro costs have been decreasing from 2016-2019 through the participation of five treatment plants and two pumping stations in the Industrial Conservation Initiative, which allows eligible customers to manage their global adjustment costs by reducing demand during peak periods. Since joining the program in July 2017, significant hydro savings have been realized. Furthermore, the closure of the Milton Wastewater Treatment Plant in April 2020 is anticipated to result in economy of scale savings achieved through processing the flows at the Mid-Halton Wastewater Treatment Plant. These savings have been incorporated into the 2021 Budget with a reduction of \$675,000 compared to the 2020 budget.

Rate-Supported Hydro Costs & Consumption							
	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Cost (\$000s)	\$ 16,192	\$ 15,198	\$ 13,949	\$ 13,311	\$ 14,816	\$ 13,816	\$ 14,141
Kilowatt hours (000s)	104,411	105,576	108,153	108,182	108,653	109,076	109,076

Water & Wastewater Capital Budget & Forecast Overview

The Water and Wastewater capital program consists of the Development program and the State-of-Good-Repair (Non-Development) program. The Development program facilitates the infrastructure required to provide new and expanded capacity, distribution and conveyance systems to support the anticipated growth in Halton in accordance with the 2020 Development Financing Plan Framework (FN-46-19/PW-50-19/LPS112-19).

The State-of-Good-Repair program sets out the rehabilitation, upgrade and replacement needs for existing capital infrastructure, including the implementation of Phase 2 of the Region-wide Basement Flooding program (PW-22-15), which requires a total of \$29.8 million in capital funding over the next 5 years, and the accelerated water meter replacement program. State-of-good-repair requirements will also be addressed as part of the development-related program, in particular servicing of the built-boundary area.

As detailed later, the 2020 10-year Water and Wastewater capital program is \$2.2 billion, with \$257.6 million allocated for 2021.

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-based source) (Burlington, Burloak and Oakville) and 9 groundwater (well-based source). These facilities employ a multi-barrier treatment approach and highly trained licenced operators to ensure that the drinking water produced is of the highest quality. Operations and maintenance staff manage water treatment facility assets through planned and preventative maintenance programs.

Budget Impacts

The 2021 Operating Budget for Water Treatment is \$23.3 million which reflects a net decrease of \$20,000, or 0.1%. This decrease is driven by hydro savings arising from the continued participation of two Water Treatment Plants in the Industrial Conservation Initiative and lower material and supply costs based on historical spending trends, partially offset by inflationary cost increases to maintain service levels.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & revenues	Net Rate Impact	Net Rate Impact	2021-2020	
Plant Operations	\$ 14,019	\$ 4,165	\$ 18,184	\$ (936)	\$ 17,249	\$ 17,441	\$ (192)	-1.1%
Plant Maintenance	5,138	885	6,023	-	6,023	5,851	172	2.9%
Total	\$ 19,157	\$ 5,050	\$ 24,208	\$ (936)	\$ 23,272	\$ 23,292	\$ (20)	-0.1%
2020 Budget	19,475	4,753	24,228	(936)	23,292			
\$ Change	\$ (317)	\$ 297	\$ (20)	\$ -	\$ (20)			
% Change	-1.6%	6.3%	-0.1%	0.0%	-0.1%			

Schedule may not add due to rounding.

Water Plant Operations provides clean, safe, potable water sourced from all 12 of the Region's water treatment plants to the residents and businesses of Halton. The Town of Oakville, the City of Burlington and a portion of the Towns of Milton and Halton Hills utilize water from Lake Ontario, while the communities of Georgetown, Acton, Campbellville and the rest of Milton draw their water from well systems. All water plants and groundwater systems are controlled through a computerized Supervisory Control and Data Acquisition (SCADA) system that is monitored 24/7.

The 2021 Water Plant Operations budget reflects a decrease of \$192,000, or 1.1%, driven by hydro savings arising from the continued participation of two water treatment plants in the Industrial Conservation Initiative, lower material and supply costs based on historical spending trends, and the introduction of a vacancy

allowance in the compensation budget, partially offset by inflationary cost increases to maintain service levels. As shown below, the Water Plant Operations actual cost per megalitre (ML) has remained relatively consistent in recent years, with fluctuations mainly driven by changes in water flows.

The volume of treated drinking water is driven by many factors, including the amount of warm weather experienced in the Region, rainfall, population growth, the type and age of the homes being served, as well as the number and types of businesses being served. The volume of drinking water treated from both the Region's groundwater-based and surface water-based systems has remained relatively flat in recent years despite a growing population. This is a result of water conservation programs, changes to the Ontario Building Code and increased environmental awareness among Halton's residents and businesses.

Energy costs represent a significant portion of the Water Treatment budget. Hydro consumption at water plants depends on the treatment strategy as well as size, quantity, type and age of equipment. 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 is implementing initiatives to reduce electricity use and improve energy conservation as part of its energy and resource management strategy. Regional staff actively monitor and manage hydro use, and where possible, consider increased efficiencies and conservation of energy to offset increased hydro pricing.

The Region has maintained an excellent compliance rating within a stringent regulatory framework over the past five years and aims to continue this trend.

Water Plant Operations	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Megalitres of Treated Drinking Water (Ground Water based)	8,432	8,425	8,326	8,800	8,100
Megalitres of Treated Drinking Water (Surface Water Based)	53,495	54,911	53,539	55,000	55,000
Megalitres of Treated Drinking Water (Total)	61,927	63,336	61,865	63,800	63,100
Water Plant Operations Cost / Megalitre of Water Treated	\$243	\$231	\$242	\$254	\$273
Hydro Consumption / Megalitre of Water Treated	458.5	471.2	477.7	463.2	468.3
Percent of Compliance to Drinking Water Standards	100%	100%	100%	100%	100%

Water Plant Maintenance provides maintenance services for all 12 of the Region's water treatment plants through planned and preventative maintenance programs conducted by skilled tradespersons and experienced maintenance planning staff. Plant maintenance services also include corrective and emergency repairs, and coordination of contractors and specialized trades conducting maintenance work at water plants.

The Water Plant Maintenance budget for 2021 reflects an overall increase of \$172,000, or 2.9%, which is largely the result of inflationary cost increases, with an additional increase in plant maintenance materials, partially offset with the introduction of a vacancy allowance in the compensation budget.

Throughout 2019 and 2020 and continuing in 2021, staff are implementing the Reliability Centred Maintenance program in order to provide an optimum maintenance mix that strives for zero unplanned operational interruptions, with a focus on planning and scheduling to efficiently and effectively realize the maximum value of Halton Region's Water Treatment Assets. This will have a favourable impact on reducing the 10-year State-Of-Good-Repair capital budget for the treatment plants.

The cost of maintenance is affected by the increasing size and complexity of the Region's water plants, legislative requirements, and equipment needed to service and maintain these plants. Through efficiencies and the optimization of processes, the Water Plant Maintenance cost per megalitre of water treated has been relatively consistent as shown below.

Water Plant Maintenance	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Internal Maintenance Hours by Type: Regular Maintenance	21,120	13,644	14,623	13,310	15,110
Internal Maintenance Hours by Type: Urgent - Unscheduled	2,001	1,903	2,260	2,595	2,595
Water Plant Maintenance Cost / Megalitre of Water Treated	\$102	\$75	\$93	\$89	\$98

Water Plant Maintenance devotes a significant number of hours to proactive (regular) maintenance, ensuring that the critical components of the closely monitored and highly regulated drinking water systems are in working order and available when needed. Reactive (urgent) maintenance is performed as needed based on the criticality of the equipment. The maintenance program is working towards establishing a culture of excellence with an increased reliance on internal skilled maintenance staff, and a corresponding reduction in reliance on contracted services.

Wastewater Treatment

Wastewater Treatment is responsible for the safe, efficient and effective removal of contaminants from the wastewater prior to discharging it to the environment. In April of 2020, the Milton Wastewater Treatment Plant (WWTP) was closed which resulted in 6 active plants remaining in the Region. As part of the treatment process, solids are generated and transported to a centrally-located Biosolids Management Centre for further processing to be land applied.

Wastewater is treated in a safe and responsible manner that complies with all provincial and federal regulations, approvals and standards. Wastewater is tested and monitored regularly prior to discharge. Operations and maintenance staff manage wastewater treatment facility assets through planned and preventative maintenance programs.

Budget Impacts

The 2021 Operating Budget for Wastewater Treatment is \$39.7 million which represents a net decrease of \$406,000, or 1.0%. This decrease is mainly due to hydro savings arising from the continued participation of 3 wastewater treatment plants in the Industrial Conservation Initiative, which allows eligible hydro customers to manage their global adjustment costs by reducing demand during peak periods, and economies of scale arising from the closure of the Milton Wastewater Treatment Plant. The decrease is partially offset by higher costs for treatment chemicals arising from an increase in the cost of raw materials and market demand and inflationary increases where applicable.

\$000s	2021 Budget					2020 Budget	Change	
Wastewater Treatment	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Rate Impact	Net Rate Impact	2021-2020	
Plant Operations	\$ 24,890	\$ 3,441	\$ 28,331	\$ (2,109)	\$ 26,222	\$ 26,799	\$ (577)	-2.2%
Plant Maintenance	8,939	973	9,912	-	9,912	9,706	206	2.1%
Biosolids Management	2,704	839	3,543	-	3,543	3,578	(35)	-1.0%
Total	\$ 36,533	\$ 5,252	\$ 41,785	\$ (2,109)	\$ 39,676	\$ 40,083	\$ (406)	-1.0%
2020 Budget	37,384	4,807	42,191	(2,108)	40,083			
\$ Change	\$ (850)	\$ 445	\$ (406)	\$ (1)	\$ (406)			
% Change	-2.3%	9.2%	-1.0%	0.0%	-1.0%			

Schedule may not add due to rounding.

Wastewater Plant Operations provides 24/7 operations for three secondary and three tertiary treatment plants to treat wastewater prior to being discharged to the environment. The 2021 Wastewater Treatment Operations Budget is decreasing by \$577,000, or 2.2%. This decrease is mainly due to hydro savings arising from the continued participation of 3 wastewater treatment plants in the Industrial Conservation Initiative and economies of scale arising from the closure of the Milton Wastewater Treatment Plant and subsequent processing of flows at the Mid-Halton Wastewater Treatment Plant, also due to the introduction of a vacancy allowance in the compensation budget. These savings are partially offset by higher costs for treatment chemicals arising from an increase in the cost of raw materials and market demand, as well as other inflationary increases to maintain service levels.

The volume of wastewater treated has remained within normal levels of expected variation driven by changes in weather and water usage. This trend is a result of significant efforts by water efficiency programs, the Region's efforts to remove the extraneous stormwater 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 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, Weeping Tile and Downspout Disconnection programs to address sources of infiltration and to improve system performance, thereby further increasing the resiliency of the system to the impacts of future storm events.

Hydro consumption at the wastewater treatment plants depends on the level of treatment, size, quantity, type and age of equipment in the individual treatment plants. Enhancements to the levels of treatment to improve effluent quality at the Region's wastewater treatment plants, as well as expansions, can increase annual electricity demand. Halton staff actively manage hydro use where possible, and continue to seek efficiencies through conservation in electricity to offset increased hydro consumption. Hydro consumption per megalitre of treated wastewater remained in line with the overall treatment costs due to expansion and upgrade activities resulting from regulatory requirements and growth pressures while the wastewater flows have remained relatively consistent.

Wastewater treatment consistently treats over 99.6% 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 Plant Operations	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Megalitres of Wastewater Treated	89,143	88,893	93,653	88,200	92,200
Wastewater Plant Operations Cost / Megalitre of Wastewater Treated	\$259	\$265	\$268	\$296	\$284
Hydro Consumption / Megalitre of Wastewater Treated	619	629	602	640	607
Treated Wastewater that Receives Secondary or Better Treatment Prior to Discharge into the Environment	99.7%	99.6%	99.9%	99.8%	100.0%

Wastewater Plant Maintenance provides maintenance services for all 6 of the Region's wastewater treatment plants and the Biosolids Management Centre through planned and preventative maintenance programs conducted by skilled tradespersons and experienced maintenance planning staff. Plant maintenance services also include corrective and emergency repairs, and coordination of contractors and specialized trades conducting maintenance work at wastewater plants.

The 2021 Wastewater Treatment Maintenance budget reflects an increase of \$206,000, or 2.1%, mainly due to inflationary increases to maintain service levels partially offset with the introduction of a vacancy allowance in the compensation budget.

Throughout 2019 and continuing in 2020, staff are enhancing the planning and delivery of the Plant Maintenance program in order to provide an optimum maintenance mix that includes reliability-centred maintenance that will help efficiently and effectively realize the maximum value of Halton Region's Wastewater Treatment Assets. Wastewater Treatment combines many complex biological, mechanical, chemical, and physical processes in a challenging environment to effectively treat wastewater. These challenges mean that some degree of emergency maintenance is unavoidable.

Wastewater Treatment Maintenance	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Internal Maintenance Hours by Type: Regular Maintenance	26,814	20,641	20,221	22,665	24,765
Internal Maintenance Hours by Type: Urgent - Unscheduled	4,524	3,754	3,968	2,743	2,743
Wastewater Plant Maintenance Cost / Megalitre of Wastewater Treated	\$100	\$99	\$103	\$107	\$105

Biosolids Management – The 2021 Biosolids Management budget reflects a decrease of \$35,000, or 1.0%, mainly due to lower contracted services costs to reflect historical spending trends.

Solids Management	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Tonnes of Bio-solids Treated and Disposed	35,897	38,060	37,210	40,300	39,200
Cost / Tonne of Bio-solids Treated and Disposed	\$83	\$81	\$79	\$89	\$90

In general, tonnes of biosolids treated and disposed of have remained relatively constant.

Water Distribution

Water Distribution is responsible for the operation and maintenance of water system infrastructure, and distributes approximately 53 billion litres of safe drinking water to more than 200,000 households and businesses in Halton each year. Water Distribution also ensures drinking water is supplied in a safe, efficient manner and in accordance with all legislative requirements. Water Distribution maintains and operates over 2,300 kilometres of water mains, 22 water reservoirs, 16 booster pumping stations, over 14,000 hydrants, and 22,000 valves. In addition to continuous monitoring at reservoirs and booster pumping stations, licensed operators sample and test drinking water more than 5,000 times annually. Operations staff manage the water distribution system through preventive and reactive maintenance programs and respond to customer service inquiries, including emergencies 24/7.

Budget Impacts

The 2021 Operating Budget for Water Distribution is \$27.4 million which represents a net increase of \$610,000, or 2.3%. The increase is mainly due to higher site restoration costs following repairs, increased property taxes arising from water station upgrades, and inflationary increases where applicable. The 2021 Budget also includes a strategic investment for 3.0 Operators which will support both the Water Distribution and Wastewater Collection systems. These additional Operators will enable a reduced reliance on external contractors, and will be funded from equivalent savings in contracted services with no net rate impact.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Rate Impact	Net Rate Impact	2021-2020	
Distribution Operations & Maintenance	\$ 15,490	\$ 3,289	\$ 18,779	\$ (2,357)	\$ 16,422	\$ 15,480	\$ 942	6.1%
Service Connections	1,316	104	1,421	(180)	1,241	1,499	(258)	-17.2%
Fire Suppression	584	108	692	(209)	483	499	(16)	-3.2%
Water Pumping Stations	6,536	2,686	9,222	-	9,222	9,281	(58)	-0.6%
Total	\$ 23,926	\$ 6,188	\$ 30,114	\$ (2,745)	\$ 27,369	\$ 26,759	\$ 610	2.3%
2020 Budget	23,619	5,923	29,542	(2,783)	26,759			
\$ Change	\$ 307	\$ 265	\$ 572	\$ 38	\$ 610			
% Change	1.3%	4.5%	1.9%	-1.4%	2.3%			

Schedule may not add due to rounding.

Regional growth of the distribution network continues to increase the number of service connections, water meter, and fire hydrant assets being operated and maintained. Distribution infrastructure is expanding while per capita water consumption continues to decline. Decreased consumption results from Ontario Building Code updates that require efficient fixtures in new homes such as low-flow toilets contributing to the lower per household water use. Furthermore, water efficiency awareness continues to grow among Halton residents and businesses.

The total volume of drinking water distributed has varied over the past four years mainly due to changing seasonal conditions, however the trend of declining non-seasonal consumption per household continues to have an impact. In 2021, staff are projecting average total consumption reflective of the past five years which includes both dry and wet seasonal conditions.

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 to ensure safe, high-quality drinking water. Most compliance-related maintenance and operations are not tied to consumption and continue to increase with the addition of new infrastructure assets; therefore, economic pressures on this budget include increased labour costs, as well as increased costs for parts and supplies due to fluctuations in commodity prices and market demand.

Distribution Operations and Maintenance includes all activities necessary to protect the integrity of the network of water mains and appurtenances, as well as ensuring that they are functioning properly. Water distribution operators complete preventive and reactive maintenance and repairs to sustain the distribution network and ensure an uninterrupted supply of safe drinking water. Operators also respond to customer requests for service, such as frozen water service complaints and conducting water quality tests.

The 2021 Budget shows an increase of \$942,000, or 6.1%, mainly due to higher restoration costs arising from the size and complexity of sites requiring restoration following repairs and increased costs for asphalt and concrete, higher property taxes arising from water station upgrades, and inflationary increases where required to maintain service levels, partially offset with the introduction of a vacancy allowance in the compensation budget.

Distribution network infrastructure continues to increase in order to accommodate growth in the Region. As watermains, valves, fire hydrants, 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 Operations & Maintenance	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Annual Number of Watermain Breaks	127	86	108	110	110
Number of km's of Watermain Operated and Maintained	2,281	2,299	2,317	2,350	2,382
Megalitres of Drinking Water Distributed - m ³ (000's)	52,294	53,682	51,849	52,913	52,913
Number of Water Locates	31,401	7,862	8,015	7,637	8,255
Cost / km of Watermain Operated and Maintained	\$5,389	\$4,705	\$4,800	\$6,660	\$6,894
Number of Customer Service Complaints	597	410	248	250	250
Percent of Compliance to Drinking Water Standards in the Distribution System	100.0%	100.0%	100.0%	100.0%	100.0%

The cost to operate and maintain the distribution network is increasingly affected by external factors required to deliver services throughout the Region, such as the cost for energy, materials, supplies, and external services, as well as changing weather patterns. The Region is positioned to complete more work using internal resources, therefore reducing reliance on external contractors. The budget for materials and supplies and equipment is increasing to accommodate in-house operations, maintenance and remediation programs; however, this increase is offset with reductions in contracted services.

Significant efforts continue to be made in order to mitigate the pressures of rising costs, such as the optimization of operating and maintenance programs to ensure the most efficient use of resources. The kilometres of watermains (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.

Winter conditions can impact the number of watermain breaks that occur. The historical average for watermain breaks is around 110 breaks per year. Unseasonably warm or cold winter conditions can impact the number of breaks that occur. Capital programs to replace aging watermains ensure that the integrity of the infrastructure is maintained and that in the absence of extreme winter conditions, the historical average of watermain breaks per year can be maintained or even reduced.

In 2021, Halton will ensure the resiliency of the distribution system by focusing on preventative maintenance and repairs of protection valves and valve chambers by investing over 3,000 hours of Operator time for this work. These activities are critical to protecting the Region's infrastructure, environment and customers.

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 2021 Budget is decreasing by \$258,000, or 17.2%, resulting from savings in contracted services achieved through an increase in repairs completed in-house.

Service Connections	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Service Connections Operated and Maintained (000s)	160	163	165	167	169
Number of Water Meters Maintained (000s)	159	163	164	167	169

As shown in the table above, the number of water service customers has been growing each year, increasing the number of service connection repairs and meters being maintained.

As reported to Council in Report No. PW-45-19/FN-35-19 (re: Long Term Water Meter Strategy – Implementation Plan), staff will complete vendor selection for the installation a Region Wide Advanced Meter Infrastructure System (AMI) in 2020. Installation of the AMI system will begin in 2021 with full Region-wide implementation anticipated by the end of 2024. Meters that have reached or are nearing end-of-life will be replaced in conjunction with the installation of the Region-Wide AMI system. Benefits of AMI technology include revenue protection, improved operational efficiency, enhanced customer service, improved distribution system performance monitoring and environmental benefits, and a reduction in the number of meter reading issues and service calls that meter technicians respond to. The proactive maintenance program for large meters (40 mm and greater), which began in 2017, will continue, prolonging the life of the meters and ensuring that the proper volume of water is being recorded. Based on the results of meter testing, the meter replacement program will be optimized to ensure that larger meters are scheduled for replacement when their accuracy in measuring volume degrades.

Fire Suppression refers to the maintenance, repair and testing of fire hydrants throughout the Region. In compliance with Ontario Regulation 213/07, Halton Region completes preventive maintenance on public hydrants annually to ensure they are in good condition and functioning properly for the protection of Halton citizens.

The 2021 Budget for fire suppression is decreasing by \$16,000, or 3.2%, mainly due to an increase in hydrant meter rental revenues based on historical trends.

Fire Suppression	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Fire Hydrants Operated and Maintained	13,913	14,039	14,199	14,351	14,700

As Halton continues to grow and infrastructure expands, the number of hydrants in the water distribution system requiring preventive maintenance to ensure adequate fire protection is increasing. Preventive maintenance of older hydrants proactively identifies age-related deficiencies.

Water Pumping Stations - Operations and Maintenance of Reservoirs and Pumping Stations refers to the activities that are carried out to ensure that the outlying facilities used to store and pump drinking water throughout the Region are in good condition and functioning properly. Outlying facilities include reservoirs that store drinking water to ensure an uninterrupted supply of water and fire protection, and booster pumping stations that are used to maintain water pressure and pump water from the water facilities to homes and businesses across the Region.

These outlying facilities contain more than 2,000 critical pieces of equipment that are inspected and maintained on a regular basis. At some outlying facilities, drinking water is re-chlorinated to ensure it is safe at all times. Critical equipment is maintained to ensure uninterrupted service by implementing planned and preventative maintenance programs, providing corrective and 24/7 emergency repair services, as well as coordinating contractors and specialized trades conducting maintenance work.

The 2021 Budget is decreasing by \$58,000, or 0.6%, mainly due to lower hydro costs arising from the participation of one water pumping station in the Industrial Conservation Initiative, which allows eligible customers to manage their global adjustment costs by reducing demand during peak periods.

Water Pumping Stations	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Pumping Stations Operated and Maintained	14	15	15	16	16

Optimization of the maintenance program will continue to be a focus in 2021. Optimization will include work process improvements as well as increased utilization of internal resources to complete work. Mechanical and electrical systems and instrumentation at reservoirs and booster pumping stations require preventive maintenance and corrective repairs to ensure pumps, valves, controls and instruments continue to function adequately.

Wastewater Collection

Wastewater Collection is responsible for collecting and conveying wastewater from residential, commercial and industrial customers in 6 separate catchment areas of the Wastewater Treatment Plants (WWTPs). Halton collects over 88 billion litres of wastewater every year (from households and businesses) in a safe, and environmentally responsible manner in accordance with all legislated requirements. Wastewater Collection operates and maintains more than 1,980 km of sewer mains and 83 pumping stations. Operations staff manage the wastewater collection system by undertaking preventive and reactive maintenance programs, providing customer service, and responding to emergencies 24/7.

Budget Impacts

The 2021 Budget for Wastewater Collection is \$21.7 million, which reflects an increase of \$1.1 million, or 5.3%, over 2020. The increase includes costs to operate and maintain a new septage receiving site as well as three additional pumping stations; Dundas East, Britannia and Fulton (assumed from Wastewater Treatment). The increase also includes higher site restoration costs following repairs, and inflationary increases where applicable. These increases are partially offset by a reduction in the basement flooding prevention program subsidies to reflect actual uptake. The 2021 Budget also includes a strategic investment for 3.0 Operators which will support both the Water Distribution and Wastewater Collection systems. These additional Operators will enable a reduced reliance on external contractors and aid in responding to growth of regional infrastructure. Costs for the new operations staff will be funded from equivalent savings in contracted services with no net rate impact.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Rate Impact	Net Rate Impact	2021-2020	
Wastewater Collection								
Collection Operations & Maintenance	\$ 9,177	\$ 1,907	\$ 11,084	\$ (1,274)	\$ 9,810	\$ 9,214	\$ 596	6.5%
Lateral Connections	1,339	90	1,429	(94)	1,335	1,167	168	14.4%
Flood Mitigation Program	2,036	-	2,036	-	2,036	2,386	(350)	-14.7%
Wastewater Pumping Stations	5,818	2,932	8,750	(243)	8,507	7,837	670	8.5%
Total	\$ 18,370	\$ 4,929	\$ 23,299	\$ (1,611)	\$ 21,688	\$ 20,604	\$ 1,084	5.3%
2020 Budget	17,576	4,598	22,174	(1,570)	20,604			
\$ Change	\$ 794	\$ 331	\$ 1,125	\$ (41)	\$ 1,084			
% Change	4.5%	7.2%	5.1%	2.6%	5.3%			

Schedule may not add due to rounding.

Collection 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 wastewater treatment plants. Wastewater Collection operators are responsible for completing preventive maintenance and reactive maintenance, such as routine and emergency sewer main flushing and repairs. Operators respond to customer requests for service, such as responding to reports of blocked sewer mains and overflowing manholes.

The 2021 Budget for Collection Operations and Maintenance is increasing by \$596,000, or 6.5%, mainly due to external contractor and materials and supplies costs required for the maintenance and repair of wastewater main protection valves and a pilot project to optimize the flushing program that will help staff further understand areas with pipes at high risk of blockages and ensure that all pipes are flushed at the proper frequency to mitigate risk. Staff will also investigate alternate methods to ensure pipes are free of blockages that cause backups. The Region is positioned to complete more work using internal resources for day-to-day activities and rely on external contractors for more specialized work; however, the costs for materials and supplies for use by staff is increasing to support this internal work. Work by external contractors will be focused on specialized program needs such as protection valve replacements and manhole repairs. The 2021 Budget includes a strategic investment for 3.0 Operators that will support the Water Distribution and Wastewater Collection systems, enabling a reduced reliance on external contractors with more work being completed by the Region's licensed Operators. This investment will be funded through equivalent savings in contracted services, with no net rate impact.

Collection Operations & Maintenance	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of km's of Wastewater Main Operated and Maintained	1,922	1,941	1,952	1,979	2,007
Number of Wastewater Locates	10,233	2,620	2,672	2,546	2,752
Cost per km of Wastewater Collection Network Operated and Maintained	\$4,899	\$4,639	\$3,562	\$4,265	\$4,888
Number of Customer Service Complaints	926	836	825	750	750

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, operations and maintenance programs are expanded to ensure that Halton remains compliant with standards and continues to provide uninterrupted conveyance of wastewater from households and businesses. The cost to operate and maintain the collection network is increasingly affected by external factors, such as the cost for energy, materials, supplies and external services which are required to deliver services throughout the region. Despite these pressures, the cost per kilometre of the wastewater collection network has remained relatively constant through significant efforts to mitigate the pressures of rising costs such as the optimization of operating and maintenance programs to ensure the most efficient use of resources. 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 consistently low volume of complaints demonstrates that the Region successfully provides this service.

Lateral Connections maintenance refers to the activities that ensure wastewater is conveyed from homes and businesses to Regional sewer mains. Building plumbing is connected via service laterals to sewer mains. Collection operators and contracted service providers undertake Closed Circuit Television (CCTV) inspections to diagnose issues that prevent wastewater from flowing from buildings to sewer mains efficiently as well as completing repairs to the public section of cracked and broken laterals and clearing blockages whenever issues are identified.

The 2021 Budget is increasing by \$168,000, or 14.4%, mainly due to higher restoration costs arising from the size and complexity of sites requiring restoration and increased costs for asphalt and concrete.

Lateral Connections	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Lateral Connections Maintained (000s)	114	116	118	120	121

The Region's infrastructure continues to expand in line with growth. The increase in the number of service connections is reflective of the new homes and businesses being built. Operations respond to service requests due to blocked laterals 24/7. The 2021 program will continue an increased focus on preventing blockages and backups. The CCTV inspection program for laterals will be implemented separately from mainline pipes to ensure that properties are protected from the risk of flooding. The Flood Mitigation program includes a subsidy for lateral repairs to reduce issues that lead to blockages and backups. This program is expected to reduce pressures on staff time by reducing the occurrences of blocked and broken laterals.

Flood Mitigation programs include the Downspout Disconnection program, Weeping Tile Disconnection Subsidy program, Lateral Lining Subsidy program and the Backwater Valve Subsidy program.

The 2021 Budget is decreasing by \$350,000, or 14.7%. As a result of the significant progress made to date in the Sewer System Optimization capital program, Weeping Tile and Downspout Disconnection programs, the budget is being reduced to reflect the projected program requirements in 2021 including predicated uptake of the flooding subsidy programs.

The Region established the Downspout Disconnection program and Weeping Tile Disconnection Subsidy program in 2016, to encourage property owners to complete private-side disconnections. Program participation results in the prevention of water entering the sanitary system during rain events. Preventing this source of water from entering the sanitary sewer system reduces the risks of basement flooding.

Flood Mitigation Program	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Weeping Tiles Disconnected	58	54	44	50	50
Number of Downspouts Disconnected	813	1,429	1,001	50	50

The Region has a comprehensive subsidy program that provides subsidies for:

- Downspout and weeping tile disconnection.
- Lateral lining and repairs.
- Backwater valve installation.

Wastewater Pumping Stations Operations and Maintenance refers to the activities that are carried out to ensure that the pumping stations that convey wastewater are in good condition and functioning properly. The 2021 Budget is increasing by \$670,000, or 8.5% driven by increased costs to operate and maintain the new septage receiving site on Regional Road 25 as well as three additional pumping stations; Dundas East, Britannia and Fulton (assumed from Wastewater Treatment).

Operators and skilled trades complete daily inspections, checks and maintenance to ensure that pumps, generators and other equipment are maintained and functioning properly. Critical equipment is maintained to ensure uninterrupted service through planned and preventative Reliability Centred Maintenance programs, providing corrective and 24/7 emergency repair services, and coordinating contractors and specialized trades to conduct maintenance work.

Pumping station maintenance practices are being improved to reduce the risk of by-passes. Pump stations have also been upgraded to improve performance during high flow events such as 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.

Wastewater Pumping Stations	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Pumping Stations Operated and Maintained	79	79	80	83	83
Number of By-passes at pumping stations	8	4	5	6	4

In 2021, staff will continue to focus on optimizing Reliability Centred Maintenance programs to ensure critical infrastructure is maintained to ensure break-downs are minimized and service life of the assets are maximized. Optimization work will include improvements to work process flows and completing more maintenance using internal resources. Within pumping stations, there is more than 2,300 critical pieces of equipment in operation to convey the wastewater collected from homes and businesses across the region to the treatment plants.

Infrastructure Management

Infrastructure Management includes all planning and policy activities related to the Region's Water and Wastewater Assets. These activities include monitoring asset conditions and developing and implementing infrastructure renewal plans through the Asset Management Program. The estimated net book value of these assets as of December 31, 2019, was \$4.4 billion. The Public Works Asset Management Update, 2017 (PW-28-17) and 2021 Budget Directions (FN-26-20), outline the objective of the annual budget development and goals to invest appropriately in the State-Of-Good-Repair program to maintain the condition of the assets as infrastructure ages and expands due to growth. Public Works staff continue to implement the Public Works Asset Management Road Map Implementation Plan - Public Works Costing Project, Lifecycle Modelling Update and Asset Management Program Update.

Key activities of Infrastructure Management include the water and wastewater State-Of-Good-Repair (non-development) capital program, growth planning such as the water and wastewater master planning, maintaining asset information and inventory records as well as developing and enforcing regional water and wastewater policies.

Budget Impacts

The Infrastructure Management budget reflects a net increase of \$5.7 million, or 5.5%, which is required to maintain existing levels of service, support the Region's investment in the State-of-Good-Repair capital program, and support the expanding asset base. The Budget also includes strategic investments of 5.0 FTEs (2.0 Senior Construction Inspectors, 2.0 Project Managers, and 1.0 Construction Ambassador) to help manage the delivery of an increasing capital work load. These strategic investments are fully recovered from the capital program with no rate impact.

\$000s	2021 Budget					2020 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Rate Impact	Net Rate Impact	2021-2020	
State of Good Repair	\$ -	\$ 118,217	\$ 118,217	\$ (9,482)	\$ 108,735	\$ 103,051	\$ 5,684	5.5%
System Growth Planning	1,701	(1,701)	-	-	-	-	-	0.0%
Development Review	1,115	(314)	801	(801)	-	-	-	0.0%
Capital Project Delivery	12,681	(12,681)	-	-	-	-	-	0.0%
Information Management	2,550	(2,546)	4	(4)	-	-	-	0.0%
Total	\$ 18,046	\$ 100,976	\$ 119,022	\$ (10,287)	\$ 108,735	\$ 103,051	\$ 5,684	5.5%
2020 Budget	17,407	95,932	113,338	(10,287)	103,051			
\$ Change	\$ 640	\$ 5,044	\$ 5,684	\$ 0	\$ 5,684			
% Change	3.7%	5.3%	5.0%	0.0%	5.5%			

Schedule may not add due to rounding.

State-of-Good-Repair includes the operating contribution required to finance the 10-Year State-of-Good-Repair Water and Wastewater capital program. As noted in the Public Works Asset Management Program Update, 2017 (PW-28-17), the first 3 years of the 2021 capital plan are prioritized by applying a risk-based approach while timing of projects in years 4 through 10 have been identified through the application of life cycle models.

The 2021 10-year Water and Wastewater State-Of-Good-Repair capital program will invest \$1.3 billion to renew the existing water and wastewater infrastructure assets, which are explained in further detail in the Capital Budget section below. These investments address infrastructure in poor condition where there is risk to providing reliable, safe, sustainable, suitable and cost efficient services, as outlined in the Public Works Asset Management Program Update, 2017 (PW-28-17) and 2021 Budget Directions (FN-26-20).

State of Good Repair	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Percent of Water Infrastructure Rated as Good and Very Good	82%	82%	82%	82%	82%
Percent of Wastewater Infrastructure Rated as Good and Very Good	73%	73%	73%	73%	73%
Water Loss Rate - Percent	15.6%	15.2%	16.2%	15.7%	15.7%
Number of Watermain Breaks / 100 KM's of Watermain	5.6	3.7	4.7	4.7	4.6
Number of Main Line Wastewater Back-Ups / 100 KM of Pipe	1.87	2.47	1.02	1.00	1.00

As reported through FN-24-18 re: “Asset Management Planning Regulation (O. Reg. 588/17)”, the purpose of O. Reg. 588/17 is to support a consistent approach to asset management planning across Ontario. Halton Region’s asset management practices have evolved throughout the years and staff are working to review and align existing practices with the new regulation requirements, through the Asset Management Program Update.

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

The Region assesses the condition of sanitary sewer assets through various inspections and condition assessments to determine the appropriate level of annual capital investment. Various outreach programs, such as the Basement Flooding Mitigation Program (i.e. downspout and weeping tile disconnection), mainline and lateral lining, and manhole improvement programs help to improve asset condition and optimize the sewer performance on both the public and private size. This objective is to prevent storm water from entering the wastewater system, reducing the risk of flooding from sewer backup, mitigating the impacts of extreme weather events due to climate change.

The Region anticipates a reduction in the water system losses through the reduction in non-revenue water uses. The 2020 and 2021 water loss rates are projected to be less than that of 2019. Non-revenue water uses can include, but are not limited to, water lost from pipe leaks or main breaks, water used by the Region to commission or flush water mains, inaccuracies in water billing and water theft. Through optimization of maintenance programs such as dead end flushing, the replacement of water mains with a high break history or that are in poor condition, and the replacement of aging water meters, a reduction in non-revenue water

is anticipated. In addition, through Report No. PW-27-19 (re: Drinking Water System By-law), Regional Council repealed and replaced two by-laws with the Drinking Water System By-law which includes higher penalties for contravening provisions in the by-law including infractions such as illegal connections.

The Region will begin implementing an Advanced Meter Infrastructure System (AMI) in 2021. AMI-enabled water meters will supply consumption data obtained via the AMI system. This data can be used to support distribution system improvement efforts such as water loss management through analysis such as district metering.

The Region maintains a relatively young distribution network with an average age of 25 years. The age of the network contributes to Halton's overall low watermain break rate. The 2021, 10-year Water and Wastewater State-Of-Good-Repair capital investments and distribution network growth contributes to the low target for watermain breaks per 100 km. Investments include small-diameter watermain replacements, primarily renewing pipes that are aging and in poor condition.

In 2020, Public Works retained a consultant to update the lifecycle models and ensure that corresponding 100-year capital plans for the State-Of-Good-Repair are based on accurate, reliable and transparent documentation. The lifecycle models provide long-term projections of the cost of rehabilitation and replacement interventions throughout the life of an asset. The scope of work includes validation of the existing models, development of new models or modelling approaches in alignment with current best practices, updating with new and updated data, preparation of updated 100-year capital plans, and development of processes and procedures to maintain the models.

In 2020, the Region retained a consultant to update the Asset Management Program. The objective of the project is to comply with Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure and industry best practice. The scope of work includes, alignment of practices across Regional departments to ensure consistency. It enables a line of sight between capital/operating investments and Halton's strategic priorities and services to residents and businesses.

As part of the development of the 2021 Capital Budget, Public Works utilized its optimized decision making process that is documented and transparent. This involves the development of a business case for each project and prioritization that is aligned with Halton Region's Strategic Business Plan.

System Growth Planning includes growth related to infrastructure to deliver the works included in the 2020 Allocation program. With respect to accommodation of growth to the year 2051, the Integrated Growth Management Strategy (IGMS) is underway, which is a multi-year, multi-step process that integrates growth management with infrastructure master plan development and the associated financial impacts to inform decisions related to where to grow and by how much.

There is no change in the 2021 Budget for System Growth Planning; inflationary increases have been offset by cost reductions and savings resulting from the introduction of a vacancy allowance in the compensation budget, as discussed previously.

Development Review is predicting that the number of development related applications and permits processed will remain steady at the 2020 levels in 2021, despite Halton Region's continued growth and the past trend of an increasing number of reviews and applications being processed. The Region's growth projections align with this assumption.

The 2021 Budget for Development Review is increasing by \$3,000 or 0.3% for inflationary increases, which have been largely offset by savings resulting from the introduction of a vacancy allowance in the compensation budget, as discussed previously.

Development Review	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Number of Development Applications Reviewed	285	300	558	558	558
Number of Permits Processed	528	445	438	438	438

Capital Project Delivery—Public Works builds safe and sustainable municipal infrastructure for internal clients (water and wastewater systems services, water and wastewater treatment), and external clients (development industry). In addition to building new infrastructure, state-of-good-repair projects remain a priority for renewal of aging infrastructure in order to operate at targeted levels of service, mitigate disruptions to residents and businesses, and to maintain compliance with legislated requirements.

The 2021 Budget for Capital Delivery is increasing by \$890,000 or 6.0%, mainly due to strategic investments for 5.0 FTEs (2.0 Senior Construction Inspectors, 2.0 Project Managers, and 1.0 Construction Ambassador) to help manage the delivery of an increasing capital work load. These strategic investments are fully recovered from the capital program, resulting in no net rate impact. The Region continues to deliver an aggressive capital program that aims to both support growth and maintain existing infrastructure in a state-of-good-repair. The capital program continues to introduce larger and more complex projects annually. Managing the increasing volume of capital works with balanced consistency and a standardized approach across the entire division is extremely challenging. To address this, the Engineering Management Office works to ensure that a standardized, consistent, quality-based and transparent capital program delivery model is followed. This model must also meet the growing public expectation of highly effective, accurate, timely and unified communication on capital projects, as well as deliver exceptional customer service that exceeds the expectations of the community.

Information Management includes the organization of and control over the structure, processing and delivery of information used to inform the operation, maintenance and development of Halton’s water and wastewater infrastructure.

The 2021 Budget for Information Management is decreasing by \$24,000, or 1.0%, due to savings resulting from the introduction of a vacancy allowance in the compensation budget, partially offset with inflationary increases, where applicable.

Water & Wastewater Capital Budget & Forecast Overview

The Water and Wastewater capital program consists of the Development program and the State-of-Good-Repair (Non-Development) program. The Development program facilitates the infrastructure required to provide new and expanded capacity, distribution and conveyance systems to support the anticipated growth in Halton in accordance with the 2020 Financing Plan approved in Report No. FN-46-19/PW-50-19/LPS112-19 (Re: 2020 Allocation Program Options). Since the approval of the current Development Financing Plan, a number of projects have progressed through the design stage and are projecting an increase in costs. The increase associated with the Water and Wastewater capital program are predominantly driven by higher than anticipated construction estimates and the construction of deeper wastewater mains, mainly through tunneling, to eliminate pumping stations. The elimination of pumping stations, where feasible, is an action identified under the 2019-2022 Strategic Business Plan. The objective is to reduce the carbon footprint of Regional operations by eliminating long term operations of pumping stations and the emissions associated with the energy to power the stations.

The State-of-Good-Repair program sets out the rehabilitation, upgrade and replacement needs for existing capital infrastructure, including the implementation of Phase 2 of the Region-wide Basement Flooding program (PW-22-15), which requires a total of \$29.8 million in capital funding over the next 5 years. State-of-good-repair requirements will also be addressed as part of the development-related program, in particular servicing of the built-boundary area. The 2021 Budget and Business Plan continues to utilize Public Works' optimized decision making process, which involves the development of business cases and prioritization that are aligned to Halton Region's Strategic Business Plan.

The following table provides a summary of the 2021 10-year Water and Wastewater capital program. The 10-year total is \$2.2 billion, with \$257.6 million allocated for 2021.

2021 Capital Budget & Forecast Summary of Rate Capital Budget & Financing (\$000s)											
	Gross Cost	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Development											
Water	\$ 437,883	\$ 31,400	\$ 7,854	\$ 14,977	\$ 96,095	\$ 47,589	\$ 204,670	\$ 9,842	\$ 12,345	\$ 10,503	\$ 2,608
Wastewater	472,542	120,929	3,074	9,595	60,857	115,701	141,253	3,671	12,216	5,086	160
Sub-total	910,425	152,329	10,928	24,572	156,952	163,290	345,923	13,513	24,561	15,589	2,768
State-Of-Good-Repair											
Water	544,240	55,789	62,637	78,337	61,950	34,761	46,951	31,808	52,283	67,033	52,691
Wastewater	727,991	49,495	58,197	50,525	82,707	67,002	68,073	92,148	84,665	74,673	100,506
Sub-total	1,272,231	105,284	120,834	128,862	144,657	101,763	115,024	123,956	136,948	141,706	153,197
Total	\$ 2,182,656	\$ 257,613	\$ 131,762	\$ 153,434	\$ 301,609	\$ 265,053	\$ 460,947	\$ 137,469	\$ 161,509	\$ 157,295	\$ 155,965
Financing											
External Rcvry/Other	\$ 11,700	\$ 1,170	\$ 1,170	\$ 1,170	\$ 1,170	\$ 1,170	\$ 1,170	\$ 1,170	\$ 1,170	\$ 1,170	\$ 1,170
Dev't Charges - Res.	627,092	112,208	8,136	15,625	110,297	106,818	231,382	10,098	20,222	9,834	2,472
Rate Capital Reserves	1,337,131	105,185	119,664	131,206	158,346	119,739	149,562	122,786	135,778	142,838	152,027
Capital Invstmnt Rvl. Fnd.	206,733	39,050	2,792	5,433	31,796	37,326	78,833	3,415	4,339	3,453	296
Total	\$ 2,182,656	\$ 257,613	\$ 131,762	153,434	\$ 301,609	\$ 265,053	\$ 460,947	\$ 137,469	\$ 161,509	\$ 157,295	\$ 155,965

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

2021 Water & Wastewater Capital Budget

The 2021 Water and Wastewater Capital Budget totals \$257.6 million, consisting of \$152.3 million for the Development program and \$105.3 million for the State-of-Good-Repair (Non-Development) program.

The **\$152.3 million Development program** in 2021 is \$128.9 million higher than the 2021 forecast included in the 2020 budget. This increase is predominately driven by higher than anticipated construction estimates and the cost associated with the construction of deeper wastewater mains, mainly through tunneling and includes the following:

- \$27.1 million for 1,200 L/s WWPS on Trafalgar Rd/ Britannia Rd - Construction (MIL)
- \$14.0 million for 20 ML/d Zone G6L Pumping Station at Zone 4 Reservoir - Construction (HHGEO)
- \$9.5 million for 300 mm WWM on Britannia Rd from 8th Line to Trafalgar/ Britannia WWPS - Construction (MIL)
- \$9.3 million for 900 mm WWM on 8th Line from 10th Side Rd to 5th Side Rd - Construction (HHGEO)
- \$9.3 million for 900 mm WWM on 8th Line from 5th Side Rd to Steeles Ave - Construction (HHGEO)
- \$9.3 million for 1050 mm WWM on Steeles Ave from 8th Line to Crossing Easement - Construction (HHGEO)
- \$9.3 million for 1050 mm WWM on Trafalgar Rd from Derry Rd to Golf Course - Construction (MIL)
- \$9.3 million for 1050 mm WWM on Trafalgar Rd from Golf Course to Britannia Rd / Trafalgar Rd WWPS - Construction (MIL)
- \$9.3 million for 1050 mm WWM 401 Crossing from Steeles Ave to Auburn Rd - Construction (MIL)
- \$9.3 million for 1050 mm WWM on Auburn Rd from Hwy 401 crossing easement to Trafalgar Rd - Construction (MIL)
- \$9.3 million for 1050 mm WWM on Trafalgar Rd from Auburn Rd to Derry Rd - Construction (MIL)

The **\$105.3 million State-of-Good-Repair program** has increased from the 2020 forecast by \$11.0 million. The 2021 budget incorporates significant investments of \$52.6 million for water distribution and wastewater collection systems rehabilitation and replacements, and \$44.6 million for plant/facilities infrastructure upgrades and replacements. The 2021 budget includes the following major projects:

- \$8.4 million for 300mm WM on Third Line from McDonald Boulevard to Acton Reservoir
- \$6.0 million for the Basement Flooding Mitigation Program (PW-22-15)
- \$6.0 million for Washburn Pumping Station and Reservoir Upgrades
- \$4.0 million for Burlington Skyway Wastewater Treatment Plant - RAS & Secondary Clarifiers #5 - #8 Upgrades
- \$3.9 million for SCADA Master Plan Implementation
- \$3.5 million for Biosolids Management Centre Dewatering System Upgrade
- \$3.2 million for 200mm WM on Woodview Road from Fairview Street to Rexway Drive and 150mm WM on Manfred Drive from Jennifer Crescent to Woodview Road
- \$3.0 million for 150mm WM on Jennifer Crescent from Ronald Drive to Rockwood Drive, 150mm WM on Putter Place from Jennifer Crescent to Cul-de-sac and 150mm WM on Ronald Drive from Manfred Drive to Rexway Drive
- \$2.9 million for Burlington Skyway Wastewater Treatment Plant - Transformer Replacement
- \$2.8 million for 150mm WM on Braemore Place from Braemore Road to End and 200mm WM on Braemore Road from Rexway Drive to Walker's Line
- \$2.7 million for 300mm WM on Waterdown Road from Mountainbrow Road to Waterdown Booster Station
- \$2.7 million for 200mm WWM on Fowler Court from Walker's Line to End
- \$2.4 million for 250mm WWM on Bridge Road from Third Line to Sherin Drive

- \$2.2 million for Georgetown Wastewater Treatment Plant - Electrical Upgrades
- \$2.0 million for 200mm WM on Mount Forest Drive /Tavistock Drive from Tait Avenue to Guelph Line
- \$2.0 million for Biosolids Management Centre Administration Buildings and Servicing Replacement

10-Year Water & Wastewater Capital Budget and Forecast

The 2021 10-year Water and Wastewater program totals \$2.2 billion, consisting of \$0.9 billion (41.7%) for the Development program and \$1.3 billion (58.3%) for the State-of-Good-Repair program.

The **\$0.9 billion 10-year Development program** is a \$47.8 million increase from the 2020 program. This increase is predominately driven by higher than anticipated construction estimates and the cost associated with the construction of deeper wastewater mains, mainly through tunnelling, however this cost is largely offset by the large expenditures approved in 2020 being removed from the 10-year program. The 10-year program includes:

- \$326.9 million to service Region-wide capacity-related infrastructure.
- \$461.4 million to service Greenfield area related infrastructure.
- \$51.1 million to service built boundary areas related infrastructure.
- \$71.0 million for employment land servicing related infrastructure.

Implementation of the \$0.9 billion Development program will also address State-of-Good-Repair needs for existing infrastructure in the amount of \$76.6 million. Combined with the non-Development State-of-Good-Repair program discussed below, the total 10-year (2021-2030) State-of-Good-Repair program is \$1.3 billion.

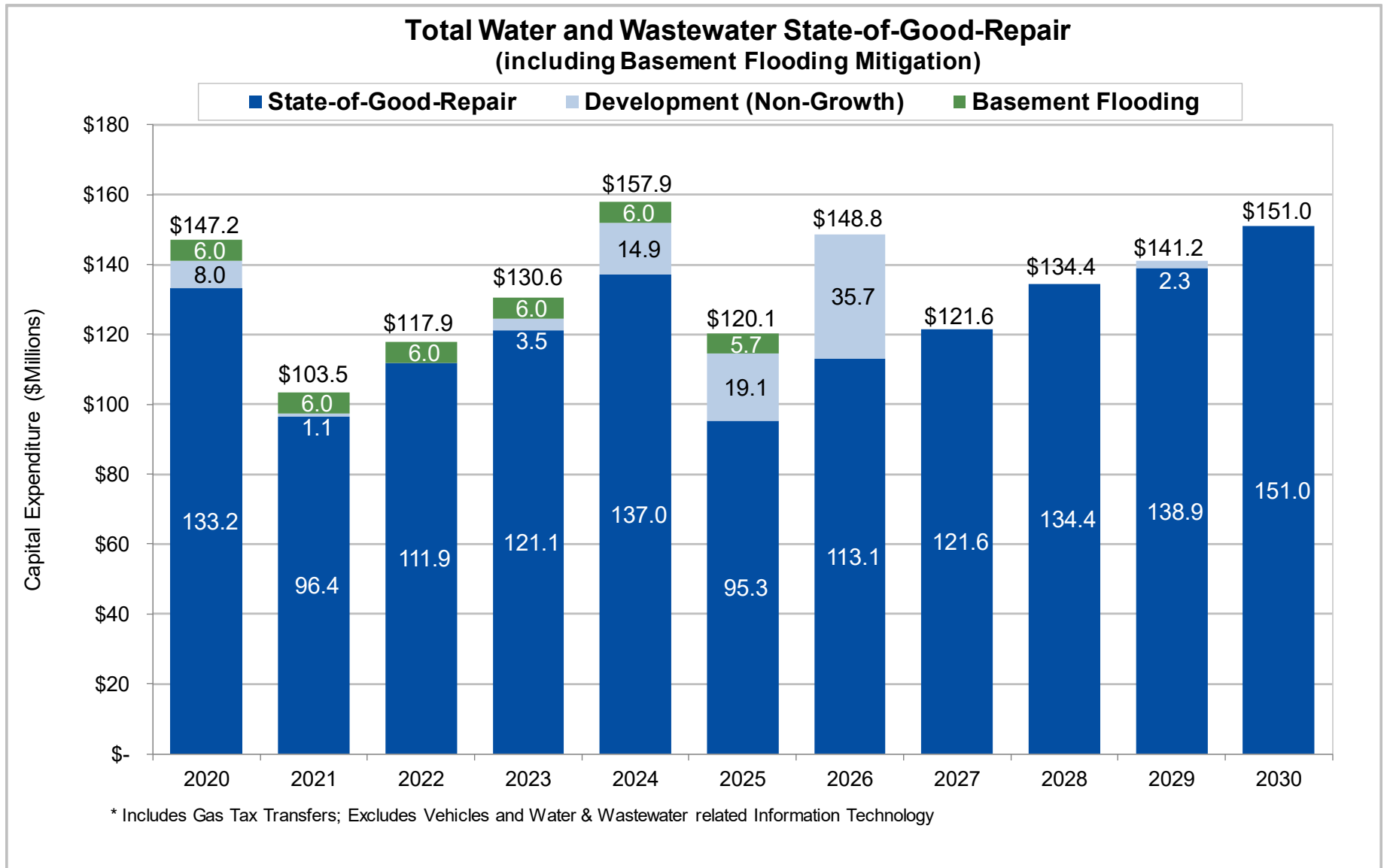
The **\$1.3 billion 10-year State-of-Good-Repair program** is a \$61.3 million increase from the 2020 program. The 2021 Plan has been prepared based on Public Works Asset Management Plan. As discussed earlier, the 10-year State-of-Good-Repair program will continue to be updated through the annual budget process based on optimized decision making process developed under the Public Work's Asset Management Strategy. This review included:

- Determining the Public Works' technical levels of service and key performance indicators.
- Developing lifecycle models to determine the replacement timing of the Public Work's assets.
- Producing an asset risk registry to prioritize projects through an asset risk assessment approach.
- Integrating the replacement works identified above into the existing 10-year State-of-Good-Repair capital program.

The 10-year water and wastewater State-of-Good Repair program includes:

- \$458.5 million for water distribution and wastewater collection systems rehabilitation and replacements, including the basement flooding mitigation program of \$29.8 million.
- \$752.2 million for plants/facilities infrastructure upgrades, replacements, including \$34.8 million for plant maintenance.
- \$43.3 million for SCADA Master Plan implementation and other SCADA related projects.

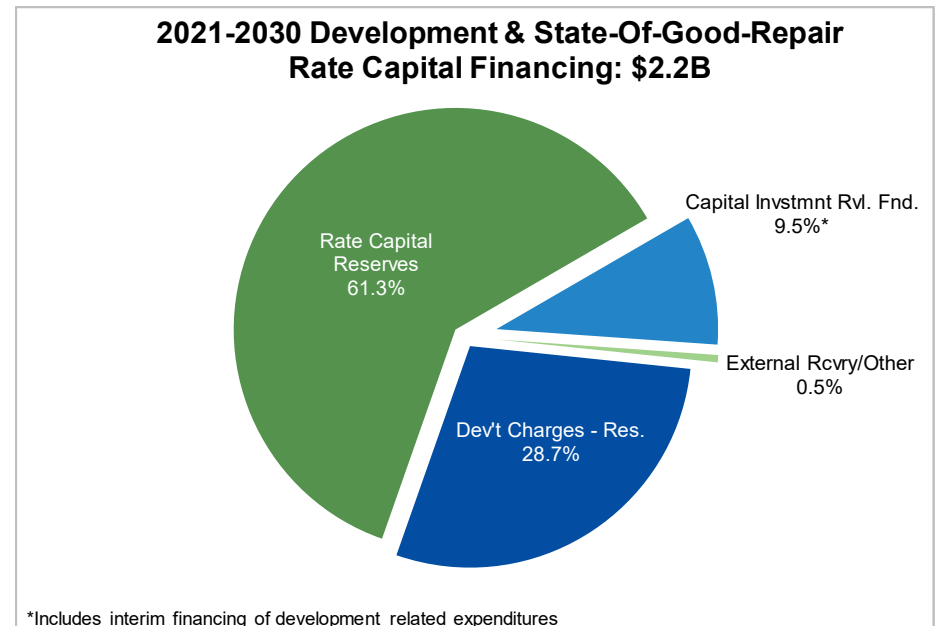
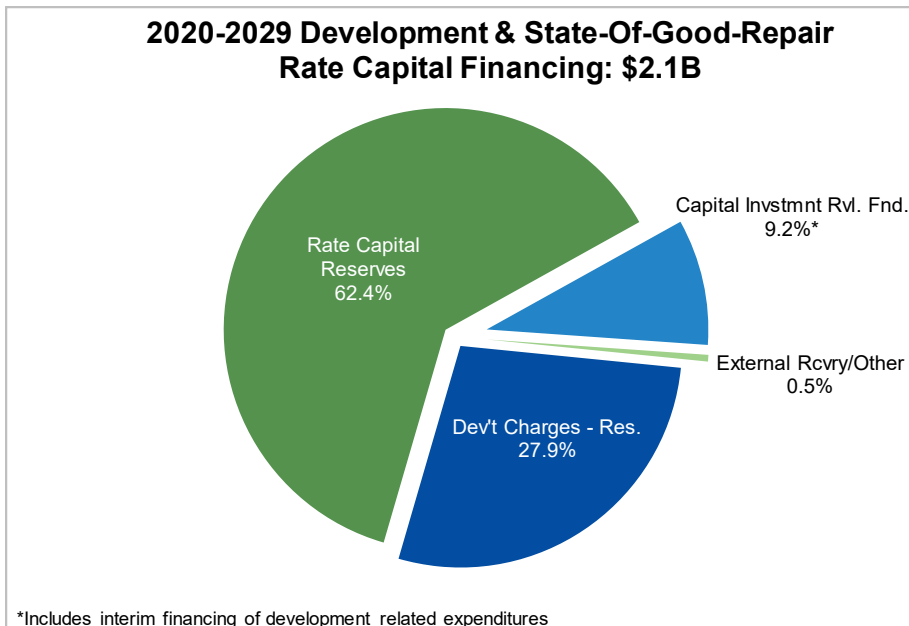
The following graph illustrates the state-of-good-repair (\$1.3 billion), including the Development-related State-of-Good-Repair infrastructure needs of \$76.6 million over the next 10 years.



10-Year Water & Wastewater Capital Financing

The following charts present a breakdown of the 2021 10-year financing plan for the Water and Wastewater capital program, compared to the 2020 plan.

Financing of the 2021 Capital Budget and forecast is based on Council-approved financing plans, including Development Financing Plan (FN-46-19/PW-50-19/LPS112-19) and the 2021 Budget Directions (FN-26-20).



The Rate Capital reserves (61.3%) (including Operating transfers and Gas Tax funds) and the External Recoveries (0.5%) provide the financing for the State-of-Good-Repair program, while residential DCs (28.7%) and the Capital Investment Revolving Fund (9.5%) are a main source of funding for the Development-related program.

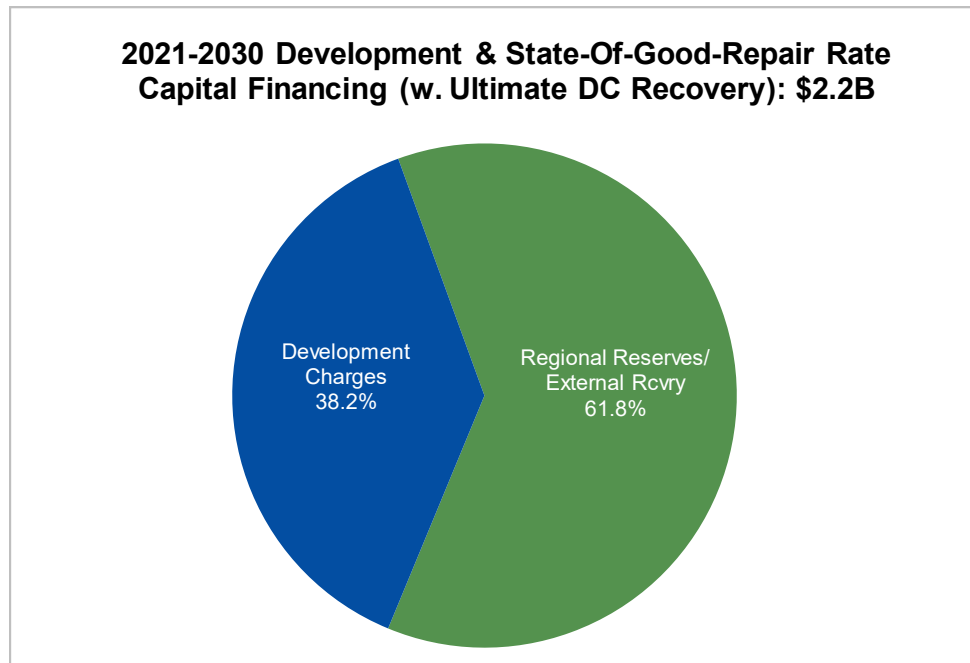
The 2021 Budget and Business Plan includes increasing operating budget contributions to reserves throughout the forecast period. The Regional reserves (including transfers from the Operating Budget, investment earnings, and Gas Tax revenues) are used to fund the State-of-Good-Repair (non-growth) infrastructure program. In order to maintain sufficient reserves and adequate ratios between the operating contributions and amortization expenses, the 2021 Water and Wastewater budget increased the total operating contributions to \$104.3 million in support of the water/wastewater State-of-Good-Repair capital program. As noted earlier, the financing to the Rate Capital reserve provides sufficient capacity to fund the growing State-of-Good-Repair capital program on a pay-as-you-go basis over the next 10 years. This strategy removes the reliance on debt financing for the forecast and provides financial flexibility as demonstrated

in the financial plan prepared for the implementation of the Basement Flooding Mitigation strategy in 2016 and for the adjustments to the consumption and rate structure in 2017.

The funding share of the DCs in the 2021 10-year Development program is slightly more than the 2020 program on a percentage basis due to the cost increases in the 2020 Allocation Program.

The Capital Investment Revolving Fund is used to provide interim financing for the non-residential development related costs, in accordance with the Development Financing Plan (FN-46-19/PW-50-19/LPS112-19), which is the framework being utilized to develop the 2021 budget. This strategy supports the Region's economic objectives and ensures that the capital program is sustained with manageable operating impacts and a minimum requirement for external debt financing. By the end of 2020, the Region's investment from the Capital Investment Revolving Fund is anticipated to be \$265.3 million. These Regional investments will be fully recovered (including interest) from the collection of DCs as non-residential development proceeds in the future.

The following chart illustrates the ultimate funding shares when the Region's interim financing provided for growth infrastructure (i.e. non-residential share) is recovered from future DCs. As noted above, out of the total \$2.2 billion, \$1.3 billion (61.8%) is related to the State-of-Good-Repair capital program and the balance of \$0.8 billion (38.2%) servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (38.2%) and the State-of-Good-Repair program will be funded by the reserves (61.8%) supported by water and wastewater rates and external recoveries.



State-of-Good-Repair Water & Wastewater Capital Financing

The 10-year State-of-Good-Repair Water and Wastewater capital program identifies \$1.3 billion, with \$105.3 million required in 2021. In the 2021 Budget Forecast, the funding required for the State-of-Good-Repair program will be financed by external recoveries (\$11.7 million) and capital reserves (\$1.26 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 2021.

Development Water & Wastewater Capital Financing

The 2021 10-year Development Water and Wastewater program totals \$0.9 billion and reflects the Region's current infrastructure staging plan and in anticipation of future Allocation Programs. The program consists of the following:

- **\$788.3 million for servicing Greenfield and Region-wide Capacity.** This program will facilitate future allocation programs. The program will consist of \$326.9 million of capacity-related projects that will benefit Region-wide and \$461.4 million of distribution/collection projects with Greenfield area specific benefits. The implementation timing of the projects beyond 2022 will be dependent upon the timing of future Allocation Programs.
- **\$71.0 million for servicing Employment Land.** The Region has provided \$106.0 million of construction funding to service key strategic employment lands in 2011 (e.g. Milton Business Park phase 2, Oakville Winston Park West and Halton Hills 401 Corridor) through CS-33-11. An additional \$71.0 million has been identified in the 2021 budget forecast to facilitate servicing of future employment lands. The implementation timing and scope of the projects beyond 2022 required for the next phases of development will continue to be dependent upon an acceptable financing plan approved by Council.
- **\$51.1 million for servicing of Built Boundary areas.** This will support intensification objectives of the Sustainable Halton (ROPA38). Due to the magnitude and timing of these projects, the implementation timing and scope of this program will continue to be reviewed as part of the Budget Process.

The 2021 10-year capital program incorporates the water and wastewater growth-related infrastructure program at an estimated cost of \$0.9 billion which has been financed in accordance with the Council-approved development financing plan framework (FN-46-19/PW-50-19/LPS112-19).

The following is a summary of the financing plan for the \$0.9 billion 10-year Development program. The Region continues to finance the 10-year growth-related Water and Wastewater capital program primarily from DCs and the Region's Capital Investment Revolving Fund.

Development Water/Wastewater Capital 2021-2030 (\$Millions)				
Program	Total	Res.	Non-Res.	Non-Growth
		DC	Reviv. Fund	Regional Rsrv
Water	\$ 437.9	\$ 327.1	\$ 102.0	\$ 8.8
Wastewater	472.5	300.0	104.8	67.8
Total	\$ 910.4	\$ 627.1	\$ 206.7	\$ 76.6

Schedule may not add due to rounding.

This reflects the Region's financing approach to the growth-related water and wastewater capital program as outlined in the Development Financing Plan Framework (FN-46-19/PW-50-19/LPS112-19), which is the basis for the 2021 Capital Budget financing. The key principles of the Development Financing Plan are consistent with the principles used in previous Regional development financing plans approved by Council and include:

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

Consistent with these principles, the residential funding share of future allocation programs will be provided by the participating residential developers and the Regional funding will be provided mainly from the internal reserve borrowing capacity (e.g. Capital Investment Revolving Fund) while limiting significant debt issuance. The following is a breakdown of water and wastewater infrastructure financing for the 2021 Budget and Forecast:

Residential Development Financing (\$627.1 million):

- **The Residential-led Greenfield development** in the allocation areas (e.g. Milton, Burlington, Oakville, Acton and Georgetown) – require a Development Financing Agreement from residential developers to front-end finance, including funding required to address shortfalls in total DC revenues resulting from timing differences in the residential DC revenue collection.
- **The Residential cost in Built-boundary areas** (e.g. Burlington, Oakville, Milton, Acton and Georgetown) – will be funded as part of the Development Allocation Program and by DC's collected at subdivision agreement.

Non-Residential Development (\$206.7 million):

- **Non-residential cost in Residential-led and Built-boundary areas (\$188.3 million)** – the Region provides interim financing for non-residential costs that will ultimately be recovered from DCs (including carrying costs). Halton currently uses internal borrowing primarily from the Capital Investment Revolving Fund to interim finance these costs.
- **Non-residential Share of Employment areas (\$18.5 million)** – the Region will provide front-end financing through the Capital Investment Revolving Fund for servicing the non-residential share of employment lands. The interim financing will be recovered from DCs (including carrying costs). Serviced employment lands are one of the most effective investments the Region can make to promote economic growth in Halton.

Non-Growth (\$76.6 million):

- **Non-growth (benefit to existing taxpayers) share (\$76.6 million)** – This represents the state-of-good-repair requirements needed to be addressed when existing infrastructure is expanded for growth. \$76.6 million will be financed from capital reserves. Of the \$76.6 million required, \$38.6 million (50.4%) is scheduled for the first five years of the forecast period including:
 - New 2400 mm WWM inlet to Skyway WWTP parallel to QEW (\$22.6 million).
 - Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d (\$6.6 million).
 - Agnes St WWPS Strategy - Design and Construction (\$5.1 million).
 - Twinning of 525 - 600 mm WWM from Elgin St South along Black Creek alignment to Acton WWTP (\$1.5 million).
 - 7.5 ML storage expansion at Waterdown Reservoir (\$1.5 million).

Halton Region

Budget and Business Plan 2021

Strategic Investments



Key Investments 2007-2020

While focusing on maintaining existing levels of service during this period (2007-2020), Council approved investments in high priority core service areas through the annual budget process. The following section summarizes previous investments approved by Council through the 2007 to 2020 budgets.

Health

- Funding of \$625,000 provided to help alleviate hospital offload delay pressures due to provincial funding shortfalls in the 2016 and 2017 budgets.
- Increased Paramedic Services including an additional 79 staff and 30,626 relief hours, 7 more paramedic service stations since 2007, and 36 existing ambulance vehicles equipped with power stretchers/lift systems since 2016.
- Region's Paramedic Services, Housing Services and Halton Community Housing Corporation (HCHC) partnered with McMaster University and both Mississauga-Halton and Hamilton Haldimand Niagara Brant Local Health Integration Networks (LHINs) to implement the Community Health Assessment Program (CHAP) pilot project to promote the health of older adults living in social housing (MO-11-16/SS-17-16 re: Community Health Assessment Program (CHAP), MO-24-19 re: Community Paramedic Program Update, MO-11-20 re: Community Paramedic Program Update).
- Increasing immunization rates of school-aged children, through enforcement of the *Immunization of School Pupils Act* (ISPA) (MO-25-18 re: Enforcement of the *Immunization of School Pupils Act* 2017-18, MO-31-19 re: Immunization Enforcement Update for 2018-2019, and MO-22-20 re: "Immunization Enforcement Update – Impact of COVID-19")

Social & Community Services

- Additional 1,084 subsidized child care spaces in Children's Services to maintain levels of service.
- An increased total of 1,752 new housing opportunities created through programs such as the Halton In-Situ Program (HIP) and new unit acquisitions, since 2008, in partnership with the Federal and Provincial governments.
- Supported the development and implementation of the Community Safety and Well-Being Plan with \$200,000 of funding in 2015-2017 and \$130,450 in 2018, to strengthen a collaborative effort between Social & Community Services, Public Health, Halton Regional Police Services (HRPS) and community partners, to improve community safety and well-being in Halton.
- The Halton Region Community Investment Fund (HRCIF) increased from an annual \$702,000 in 2012 to \$3.0 million in 2020, which is an increase of 327%. Since 2012, the HRCIF has committed \$16.5 million through 285 grants for organizations in the areas of community health and social services to respond to current and emerging needs of Halton residents.
- Adult Day Programs expanded to 3 locations, with the most recent enhancement including Saturday programming at the Georgetown location, serving 152 seniors in 2019.
- Older Adults Property Tax Deferral launched July 1, 2016 to enable older adults to defer their property taxes and help them stay in their homes. In 2019, this provided relief for 47 households.
- Subsidized Passes for Low Income Transit program (SPLIT) implemented with a total Regional funding contribution of \$4.8 million since 2011, in order to provide affordable transit to Halton's low-income residents.
- Investment in the Our Kids Network increased to \$385,000 in 2017, to support continued efforts in community research and knowledge mobilization.

Legislative & Planning Services

- Halton Region's Official Plan approved in 2009 (LPS114-09) directs growth to urban boundaries and protects environmentally sensitive areas.

- The Burlington Beach Regional Waterfront Park Master Plan begun implementation in 2016, with an initial Regional investment of \$51.8 million by 2035, which will provide a vibrant, world-class, year-round waterfront park in Burlington (LPS54-15).
- Funding provision beginning in 2016, to cost share the Local Municipal Heritage property tax rebate programs to promote the conservation of cultural heritage resources (FN-45-15).
- Museum Master Plan (LPS62-14 re: A New Approach for the Halton Region Museum) short-term strategies implemented including a critical review of the collection, improved collections management and educational programming.
- Co-location Arrangement to Support Halton Businesses to Go Global (LPS97-16) which will offer scale-up and go-global business support services delivered by Haltech and Halton Region Economic Development from one location at Halton Regional Centre.
- Annual funding of \$75,000 provided to establish the Regional financial incentive programs for local Community Improvement Plans in support of intensification development (as created through LPS23-16).

Public Works

- As part of the Region's transportation capital and road resurfacing programs, Active Transportation has been embedded into the projects to promote increased non-motorized travel throughout Halton. When the Active Transportation Master Plan (ATMP) (PW-17-15) was approved, it was estimated that the Region would require approximately \$108 million over a 16-year period (2016-2031).
- Increase in the number of road lane kilometres from 878 in 2007 to 1,151 projected in 2020.
- 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 including plastic bags in the blue box beginning in 2018, with an increase in waste diversion from 42% in 2007 to 57% projected for 2020.
- Completed the development of a long-term strategy for water meter reading, billing, and replacement (PW-18-18/FN-25-18) and implementation plan (PW-45-19/FN-35-19) that will ensure meter infrastructure will support radio frequency reading (remote) technology in the future. This included replacement of approximately 12,500 pulse meters and applicable large meters.
- Increased annual capital program for State-of-Good-Repair water, wastewater and transportation from \$74.9 million in 2007 to \$214.8million in 2020
- Annual investment of \$62,000 for continued Sunday operation of the Halton Waste Management Site (HWMS) on Sundays between May and June each year in support of enhanced customer service.
- An investment of \$85.3 million (2016-2025) in the Region-wide Basement Flooding Mitigation Program to help prevent future flooding (PW-18-16)
- Conversion of approximately 6,461 existing High Pressure Sodium streetlights to LED technology over 5 years (2016-2021)
- The Region's Road Operations section undertook a feasibility study and the findings were reported to Regional Council in 2018 (PW-10-18 re: Regional Advanced Traffic Management System (ATMS, Our File: PR-3205A)), which recommended the implementation of the ATMS at a cost of \$12.0 million between 2019 and 2022 for this initiative. This implementation essentially sets the stage for establishing Regional Roads as smart corridors.
- An initial investment of \$3.0 million for Halton's Solid Waste Management Strategy Short Term Options (PW-12-18) between 2019-2021 was approved to extend the lifespan of the Halton's Waste Management Site and to look for customer service improvements and efficiencies.

Corporate Administration

- Funding contribution totalling \$5.0 million for McMaster University to establish a Centre for Advanced Management Studies, a McMaster Affiliated Family Health Centre and a Teaching Affiliation with Joseph Brant Memorial Hospital.
- \$2.0 million grant provided for the Randle Reef remediation project as part of the Remedial Action Plan for Hamilton Harbour.
- Implementation of a financing plan to stimulate economic development in employment lands by providing Regional interim financing for water and wastewater servicing (to be recovered from future Development Charges (DCs)). This includes Regional debt financing for key employment lands including Milton's

Business Park 2, Halton Hills' 401 Corridor and Winston Park's West Business Area (CS-33-11/PW-53-11/LPS58-11 re: 2011 Water and Wastewater Servicing to Employment Lands in Halton).

- Through the approval of Development Financing Plans (CS-73-08/PWE31-08; CS-49-09/PW-20-09/LPS80-09; CS-20-12; and FN-46-19/PW-50-19/LPS112-19) and Allocation Programs since 2008, the Region has been able to accommodate residential greenfield growth of over 40,000 single detached units, providing approximately \$3.5 billion of water, wastewater and transportation capital infrastructure programs without financial impact to existing taxpayers, to the extent possible under the Development Charges Act.
- Internship and Apprenticeship Program established (2016) and expanded (2017) to ensure employment experiences and opportunities for talented and highly motivated recent graduates.
- Implementation in 2017 of Halton's IT Mobile Strategy to facilitate program requirements and delivery, such as service delivery by community-based staff in the Health department and Long-term Care facilities.
- Continued funding provided to Conservation Halton and Credit Valley Conservation for critical initiatives integral to the safety and wellbeing of Halton residents, including addressing the impacts of the Emerald Ash Borer invasive species (FN-39-17 & FN-26-15) as well as floodplain mapping (FN-41-19).

Key Investments in 2021

The 2021 budget continues to focus on maintaining service levels for core services, while making strategic investments to provide critical program enhancements to support the health and well-being of Halton residents through the COVID-19 pandemic and beyond, support Council priorities and objectives as outlined in the 2019-2022 Strategic Business Plan, and provide needed capacity to respond to needs within the organization, while maintaining the tax rate increase for Regional Services at or below the rate of inflation. The following proposed Tax-Supported Strategic Investment and Rate-Supported Strategic Investment business cases in the 2021 budget are presented in detail for Council's consideration and review.

Halton Region

Budget and Business Plan 2021

Tax-Supported Strategic Investments

Tax-Supported Strategic Investments

COVID-19 Impacts

Dept.	Division	Title	FTE	Relief Hours	Personnel Costs	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
COVID-19 Impacts										
HLTH	Infectious Disease Control	Infectious Disease Control Staffing	5.0	-	\$ 635,920	\$ 645,270	\$ (134,208)	\$ -	\$ (231,444)	\$ 279,618
HLTH	Health Protection	Infection Control Coordinator	1.0	-	127,040	132,480	-	-	(75,072)	57,408
HLTH	Healthy Families	Data Analyst	1.0	-	113,690	118,390	-	-	(67,087)	51,303
SCS	Services for Seniors	Administrative Clerks	6.0	-	465,240	465,240	-	-	(327,740)	137,500
SCS	Services for Seniors	Quality and Integration Coordinator	1.0	-	106,190	106,740	-	-	-	106,740
SCS	Services for Seniors	Registered Nurses	1.4	-	169,570	169,570	-	-	(119,460)	50,110
SCS	Services for Seniors	Life Enrichment Therapists	3.0	10,596.6	759,810	759,810	-	-	(532,159)	227,651
SCS	Services for Seniors	Personal Support Worker (PSW) Coordinators	3.0	-	275,640	280,440	-	-	(197,810)	82,630
Total COVID-19 Impacts			21.4	10,596.6	\$ 2,653,100	\$ 2,677,940	\$ (134,208)	\$ -	\$ (1,550,772)	\$ 992,960

Strategic Investment

Infectious Disease Control Staffing

Funding Source	Tax
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Program Details	
Department	Health
Division	Infectious Disease Control
Program	Various
Cost Centre	Various

Complement Details	
Position Title	Various
FTE Impact	5.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG & ONA (Health)

Funding Impact		
Operating	2021 Impact	2022 Impact
Personnel Services	\$ 635,920	\$ 635,920
Materials & Supplies	9,350	360
Purchased Services	(134,208)	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	511,062	636,280
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	511,062	636,280
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(231,444)	(360,557)
Non-Subsidy Revenue	-	-
Total Revenue	(231,444)	(360,557)
Net Program Expenditures	\$ 279,618	\$ 275,723

Business Case

Recommendation:

Approve 5.0 permanent FTE comprised of: 1.0 FTE Outbreak Manager, 1.0 FTE Infectious Disease Nursing Advisor, 1.0 FTE Infection Control Coordinator and 2.0 FTE Public Health Nurses to address needs for prevention and control of infectious diseases such as COVID-19, as required by the Ontario Public Health Standards.

Need:

As a result of the COVID-19 pandemic, additional permanent FTEs are required in order to prevent the spread of COVID-19 infection in Halton Region. COVID-19 has increased the need for additional public health staffing to prevent and manage outbreaks and ensure all cases and contacts are followed up on within 24 hours, as required by the Ministry of Health.

Many public health staffing resources remain deployed from other public health programs and services to the Infectious Disease Control division to allow for effective COVID-19 response for the foreseeable future. Additional temporary nurses were hired in 2020 to support COVID-19 response. The temporary nursing staff are needed until the post-pandemic period. An additional 5.0 permanent Public Health FTEs are required on an ongoing basis to support long-term needs for infectious disease prevention and control.

The Infectious Disease Nursing Advisor is required to ensure that changes in Ministry of Health guidance related to COVID-19 are translated to policies and procedures for effective nursing practice. The Outbreak Manager and the Infection Control Coordinator will support the prevention of infectious disease outbreaks. The Public Health Nurses will provide much needed reinforcements to the current Public Health complement to meet the Ministry of Health requirements and to support 7 day a week service delivery.

This investment includes provincial funding anticipated, but not confirmed, based on current cost-share level for a net tax impact of \$280,000.

Implications:

If this request is not approved, the Region's ability to respond to COVID-19 and other infectious diseases in an appropriate and timely manner to prevent the spread of infection will be negatively impacted. Ministry of Health mandates to control the spread of infectious disease in Halton would not be met.

Alternatives:

Redeploy staffing from other public health programs and services and/or hire more temporary staffing, but this is not a sustainable solution in a long term. The requested needs are projected to be ongoing.

Reference:

N/A

Strategic Investment

Infection Control Coordinator

Funding Source	Tax
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Program Details

Department	Health
Division	Health Protection
Program	Enteric and Vector Borne Disease
Cost Centre	422415

Complement Details

Position Title	Infection Control Coordinator
FTE Impact	1.0
Relief Hours Impact	
Personnel Group	OCT/MMSG

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 127,040	\$ 127,040
Materials & Supplies	4,440	720
Purchased Services	1,000	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	132,480	127,760
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	132,480	127,760
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(75,072)	(72,397)
Non-Subsidy Revenue	-	-
Total Revenue	(75,072)	(72,397)
Net Program Expenditures	\$ 57,408	\$ 55,363

Business Case

Recommendation:

Approve 1.0 FTE permanent Infection Control Coordinator to support the Enteric and Vector-borne team to respond to various infection prevention and control issues and assist in case and contact, and outbreaks of infectious disease in the community, regulated institutions and allied health care settings.

Need:

The Infectious and Communicable Diseases Prevention and Control standard's, under the Ontario Public Health Standards (OPHS), main goal is to reduce the burden of communicable diseases and other infectious Diseases of Public Health Significance. This work includes the timely and effective detection, identification, and management of exposures and local cases/outbreaks of infectious and communicable diseases of public health significance, including diseases of public health significance, their associated risk factors, and emerging trends. The Infection Prevention and Control Complaint Protocol, 2018, under the OPHS provides direction to boards of health with respect to the investigation, management and reporting of Infection Prevention and Control (IPAC) complaints.

The requested 1.0 FTE Infection Control Coordinator will coordinate and act as a resource for the infection prevention and control programs and issues for both internal and external stakeholders including, long-term care homes, community programs, personnel service settings and with regulated health professionals within the Region. The position will also provide consultation and conduct risk assessments on infection prevention and control strategies with the community partners including responding to IPAC complaints and investigation of IPAC lapses with regulated health professionals and with personal service settings. As a result of COVID-19, there has been an increase in requests for consultations with external stakeholders regarding IPAC measures and the need to provide facility specific guidance on infection control issues. COVID-19 has also increased the number of inquiries from first responders who are potentially exposed during the course of their duties to the COVID-19 virus under the Designated Officer program, which provides infection control advice and guidance to first responder employees and employers.

The position will also work collaboratively with the Public Health Surveillance and Evaluation team to develop surveillance programs for outbreak management analysis through collection of infection prevention and control data.

This investment includes provincial funding anticipated, but not confirmed, based on current cost-share level for a net tax impact of \$57,000.

Implications:

If the requested Infection Control Coordinator position is not approved, Public Health's ability to respond to various infection control issues is compromised, which could put the community at risk.

Alternatives:

Hire a temporary Infection Control Coordinator, although this is not a long-term sustainable solution.

Reference: N/A

Strategic Investment

Data Analyst

Funding Source

Tax

Program Details

Department	Health
Division	Healthy Families
Program	Public Health Surveillance & Evaluation
Cost Centre	401100

Complement Details

Position Title	Data Analyst
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 113,690	\$ 113,690
Materials & Supplies	2,600	200
Purchased Services	2,100	2,100
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	118,390	115,990
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	118,390	115,990
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(67,087)	(65,727)
Non-Subsidy Revenue	-	-
Total Revenue	(67,087)	(65,727)
Net Program Expenditures	\$ 51,303	\$ 50,263

Business Case

Recommendation:

Approve 1.0 FTE permanent Data Analyst to support the Public Health Surveillance and Evaluation (PHSE) team to collect, manage, analyze, and disseminate data to support public health program decisions, surveillance, communications and provide health information to the community and partners at both the local and provincial levels.

Need:

In July 2020, the Province released a new case and contact management (CCM) system to replace the integrated Public Health Information System (iPHIS) for management of COVID-19 cases. This system is being expanded beyond COVID-19 to all Diseases of Public Health Significance. The Public Health Surveillance and Evaluation (PHSE) team is responsible for maintaining all provincial reporting systems for Public Health (e.g. iPHIS, Panorama, Cognos, PEAR) as well as ensuring data quality for accurate reporting and health surveillance. This data is used to detect emerging health issues, respond quickly to health threats, target resources where they are most needed, and improve management of infectious diseases.

Currently, there is only one Data Analyst to support all of the provincial reporting systems. An additional data analyst is required to support the new CCM system and its 80 users, as well as support two new databases (OLIS & Connecting Ontario/Clinical Connect). The role of the Data Analyst is to manage ongoing needs for implementing and monitoring processes to ensure data quality, auditing, system oversight/management, and liaising with the Ministry of Health for problem resolution and system updates.

The requested Data Analyst supports compliance with provincial requirements for reporting of Diseases of Public Health Significance, and to address policy requirements for privacy, security and information management. There is a significant risk by having only one Data Analyst to house all of this knowledge and with these highly specialized skills. Having a second Data Analyst to support the growing number and use of provincial reporting systems is critical.

This investment includes provincial funding anticipated, but not confirmed, based on current cost-share level for a net tax impact of \$51,000.

Implications:

Public Health is required to report timely, accurate data on a continuous basis to the province and the public regarding the incidence of COVID, other Diseases of Public Health Significance, immunization coverage and public health performance indicators. If the requested data analyst position is not approved, compliance with provincial reporting requirements and the ability to have population health data to assess the health needs of the population, detect emerging health concerns and respond to health threats in our community is at risk.

Alternatives:

Hire a temporary data analyst, although this is not a long-term sustainable solution.

Reference:

N/A

Strategic Investment

Administrative Clerks

Funding Source	Tax
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Program Details

Department	Social & Community Services
Division	Services for Seniors
Program	Long-Term Care Homes
Cost Centre	Various

Complement Details

Position Title	Administrative Clerk
FTE Impact	6.0
Relief Hours Impact	0.0
Personnel Group	OPSEU (LTC)

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 465,240	\$ 465,240
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	465,240	465,240
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	465,240	465,240
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(327,740)	(327,740)
Non-Subsidy Revenue	-	-
Total Revenue	(327,740)	(327,740)
Net Program Expenditures	\$ 137,500	\$ 137,500

Business Case

Recommendation:

Approve 6.0 FTE Administrative Clerks to provide each Long-Term Care (LTC) home with front desk coverage 7 days a week

Need:

Significant resources have been required to manage building access, which includes the enhanced screening of all individuals entering LTC homes during the COVID-19 pandemic. This also includes contractor management, as it relates to infection prevention and control, and increased facility and resident specific deliveries. To meet these demands, temporary contract staff were utilized at each location as the Region's LTC homes do not have adequate building access controls, nor do they have adequate front reception coverage to manage the required screening, monitoring and management of visitors, contractors and staff. To date, the temporary staff have provided over 2,551 hours of support at the Region's LTC homes. A permanent solution is required to ensure appropriate access controls are maintained. While COVID-19 has highlighted the open-access of these building and the associated risk related to infection control, a permanent solution will ensure that there is both the physical control as well as front desk reception coverage to support ongoing customer service needs, all required monitoring, restricted access, and ongoing visitor controls.

This investment includes provincial funding anticipated, but not confirmed, based on the current funding level for a net tax impact of \$138,000.

Implications:

Temporary contract staff have provided this support during the COVID-19 pandemic, however a permanent solution is required to ensure that there is ongoing support for customer service needs, monitoring, access restriction, and visitor controls.

Alternatives:

Continue to mitigate the risk related to unsecured access to the Region's three LTC facilities and re-allocate resources from both administrative and clinical clerical roles to provide limited coverage to the front desk with reduced customer service capabilities, infection control and visitor access controls.

Reference:

N/A

Strategic Investment

Quality and Integration Coordinator

Funding Source	Tax
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Program Details

Department	Social & Community Services
Division	Services for Seniors
Program	Long-Term Care Homes
Cost Centre	331030

Complement Details

Position Title	Quality and Integration Coordinator
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 106,190	\$ 106,190
Materials & Supplies	550	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	106,740	106,190
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	106,740	106,190
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 106,740	\$ 106,190

Business Case

Recommendation:

Approve 1.0 FTE Quality and Integration Coordinator to stabilize and enhance the Quality Improvement/Risk Management (CQI/RM) team in the Services for Seniors division.

Need:

The CQI/RM team monitors and analyses risk in Long-Term Care (LTC) operations. The team also mitigates risks and improves resident care by developing and implementing quality improvements. Examples of improvements that have been implemented utilizing the current staff include the development of an onboarding program for new staff, staff feedback, recognition and appreciation programs, and the creation of communication channels for families.

The team supports all 3 LTC homes and delivers community-based programs in excess of 800 staff members at 9 sites. The Quality and Integration Coordinator position is critical in working with resident family members and staff to identify quality improvement initiatives. This can include research and examination of industry best practices and approaches in other jurisdictions.

CQI/RM continues to support an increasing number of both LTC and community-based initiatives in order to respond to the changing needs of the older adult population. This includes the creation of a Dementia Strategy, Older Adult Isolation table in conjunction with Community Safety and Well-Being planning, the development of a Program of All-inclusive Care for the Elderly (P.A.C.E.) pilot, and most recently taking on the support of the Older Adults Advisory Committee.

Implications:

This role is currently being resourced through a temporary contract; resourcing this position on a permanent basis will improve Halton's ability to move forward on some key initiatives and operational activities including the development of the dementia strategy, improved stakeholder communication activities in Services for Seniors and Older Adults Advisory Committee work.

Alternatives:

Continuation of the current temporary contract with increased destabilization of the role and recruitment challenges.

Reference:

N/A

Strategic Investment

Registered Nurses

Funding Source	Tax
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Program Details

Department	Social & Community Services
Division	Services for Seniors
Program	Long-Term Care Homes
Cost Centre	335301

Complement Details

Position Title	Registered Nurse
FTE Impact	1.4
Relief Hours Impact	0.0
Personnel Group	OPSEU (LTC)

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 169,570	\$ 169,570
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	169,570	169,570
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	169,570	169,570
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(119,460)	(119,460)
Non-Subsidy Revenue	-	-
Total Revenue	(119,460)	(119,460)
Net Program Expenditures	\$ 50,110	\$ 50,110

Business Case

Recommendation:

Approve 1.4 Registered Nurse FTEs to provide permanent, 7 day a week, clinical leadership to ensure processes meet best practice guidelines at the Creekway Long-Term Care (LTC) home.

Need:

LTC homes have highlighted their commitment to ensuring their processes meet best practice guidelines. Quality initiatives and substantial clinical process changes related to increasing resident equity and COVID-19 led to increased resident clinical assessment, infection prevention, control risk assessments and processes, and heightened monitoring of both staff and residents, which created an increased pressure at the home level. The need to maintain clinical leadership at the LTC homes is essential to support the ongoing clinical demands that are likely to increase with the recent announcement of a provincial review of long-term care.

This position will address pressures related to increased resident clinical assessments, infection prevention, control risk assessments and processes, and heightened monitoring of both staff and residents.

This investment includes provincial funding anticipated, but not confirmed, based on the current funding level for a net tax impact of \$50,000.

Implications:

The temporary nurse in charge position at Creekway, implemented as a pilot project in 2015, is reflective of the required clinical need that has been further demonstrated by the home's increasing Case Mix Index. As resident needs continue to increase, it is now evident that this position is required on a permanent basis. If this position was not made permanent, it would result in decreased oversight and clinical support on the evening shift and would continue to present challenges with recruitment, position stability and inconsistent coverage at the home that will likely be significant.

Alternatives:

Continue to utilize temporary staff resources in 2021 and revisit potential permanency of the position as part of the 2022 budget process.

Reference:

N/A

Strategic Investment

Life Enrichment Therapists

Funding Source	Tax
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Program Details

Department	Social & Community Services
Division	Services for Seniors
Program	Long-Term Care Homes
Cost Centre	Various

Complement Details

Position Title	Life Enrichment Therapist
FTE Impact	3.0
Relief Hours Impact	10,596.6
Personnel Group	OPSEU (LTC)

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 759,810	\$ 759,810
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	759,810	759,810
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	759,810	759,810
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(532,159)	(532,159)
Non-Subsidy Revenue	-	-
Total Revenue	(532,159)	(532,159)
Net Program Expenditures	\$ 227,651	\$ 227,651

Business Case

Recommendation:

Approve 3.0 FTE Life Enrichment Therapists and 10,596.6 relief hours to enhance the Life Enrichment program and ensure coverage is delivered 7 days a week.

Need:

The COVID-19 pandemic emphasized a need for increased efficiency and proactive management of responsive behaviours to maintain resident safety and quality of life. During the COVID-19 pandemic, through redeployment of staff, increased resident isolation was managed with enhanced one-to-one therapeutic programming and ongoing family contact with supervised visits. The additional hours utilized during the pandemic provided a unique glimpse in to the positive impact that additional Life Enrichment or program support staff could have on resident health and well-being. Ongoing enhanced support is required to ensure that large group activities can be replaced with smaller, area-specific programming going forward, and that the positive impact on the health and well-being of residents observed during the pandemic can continue.

This investment includes provincial funding anticipated, but not confirmed, based on the current funding level for a net tax impact of \$228,000.

Implications:

Additional staff are required to support the needs of the resident population. The significant decrease in responsive behaviours during COVID-19 is attributed to increased Life Enrichment support and consistent staffing assignment. Halton Region's Life Enrichment teams have seen minimal staff increases since 2005, and are now at the stage where increased efficiency and proactive management of responsive behaviours is no longer possible to maintain resident safety and quality of life. Without enhanced support, there is an increased risk related to lack of therapeutic stimulation for residents and increased potential for responsive behaviours with limited mitigation support from the Life Enrichment therapists.

Alternatives:

Maintain current staffing levels while attempting to leverage external supports in 2021 and revisit potential permanency of the Life Enrichment program enhancement as part of the 2022 budget process.

Reference:

N/A

Strategic Investment

Personal Support Worker (PSW) Coordinators

Funding Source	Tax
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Program Details

Department	Social & Community Services
Division	Services for Seniors
Program	Long-Term Care Homes
Cost Centre	Various

Complement Details

Position Title	PSW Coordinator
FTE Impact	3.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 275,640	\$ 275,640
Materials & Supplies	4,800	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	280,440	275,640
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	280,440	275,640
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(197,810)	(194,424)
Non-Subsidy Revenue	-	-
Total Revenue	(197,810)	(197,810)
Net Program Expenditures	\$ 82,630	\$ 82,630

Business Case

Recommendation:

Approve 3.0 FTE Personal Support Worker (PSW) Coordinators to provide a dedicated resource at each of the 3 Long-Term Care (LTC) homes to deliver coordinated support for PSWs and manage identified challenges related to ongoing training needs, knowledge gaps, communication and recruitment challenges.

Need:

These new positions will ensure a coordinated approach to providing consistent training, knowledge, and change management support to the PSWs, who are frontline care givers comprising the largest staff group in the Services for Seniors division.

Through an organizational assessment at the Allendale LTC home, challenges were identified with ongoing training and knowledge gaps as well as concerns related to the volume of change that PSWs face. Providing additional PSW staff will support the retention of staff by being able to actively address concerns, identify communication issues, assist in the review of care assignments, workload issues, new resident admissions, change initiatives, onboarding support and ensuring that staff members feel supported. PSW Coordinators will also help to develop organizational goals and objectives.

This investment includes provincial funding anticipated, but not confirmed, based on the current funding level for a net tax impact of \$83,000.

Implications:

Recognizing that there current PSW shortage is industry-wide, PSW Coordinators are required to assist in retaining staffing resources necessary to provide high quality of care in all 3 homes.

Alternatives:

Continue to manage the identified challenges related to ongoing training needs, knowledge gaps, communication and recruitment challenges of PSW's without a coordinated support role for the front line caregiver. The key duties identified will be spread across the various level of leadership at the home level.

Reference:

N/A

Equity, Diversity and Inclusion

Dept.	Division	Title	FTE	Relief Hours	Personnel Costs	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
Equity, Diversity and Inclusion										
CAO	Strategic Policy & Government Relations	Manager, Equity, Diversity & Inclusion	1.0	-	\$ 177,230	\$ 488,850	\$ -	\$ (150,000)	\$ -	\$ 338,850
Total Equity, Diversity and Inclusion			1.0	-	\$ 177,230	\$ 488,850	\$ -	\$ (150,000)	\$ -	\$ 338,850

Strategic Investment

Manager, Equity, Diversity & Inclusion

Funding Source	Tax
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Program Details	
Department	Office of the CAO
Division	Strategic Policy & Government Relations
Program	Equity, Diversity and Inclusion
Cost Centre	655000

Complement Details	
Position Title	Manager, Equity, Diversity & Inclusion
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2021 Impact	2022 Impact
Personnel Services	\$ 177,230	\$ 177,230
Materials & Supplies	6,620	2,720
Purchased Services	305,000	305,000
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	488,850	484,950
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	(150,000)	(150,000)
Gross Operating Expenditures	338,850	334,950
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 338,850	\$ 334,950

Business Case

Recommendation:

Approve 1.0 FTE Manager of Equity, Diversity & Inclusion to support the organization in work regarding anti-black racism, discrimination and Indigenous Relationship Building. The position would provide leadership to work underway to achieve long-term, on-going improvements, based on equity, inclusion and collaboration. This will include initiating cross departmental working groups, performing policy review and development, investigating internship and mentorship programs and setting up educational opportunities. In addition, work will be undertaken to build meaningful and lasting relationships with First Nations and Indigenous people, including: emphasis on cultural capacity training and Indigenous ways of knowing, commemoration and recognition. Professional services will be engaged with expertise in anti-black racism, Indigenous relationships and other expertise as required.

Need:

2020 has been a year of global change and awareness. Organizations have been challenged to be more equitable and address systemic racism. As the Halton community grows and changes, it is imperative that the organization promotes diversity and inclusion. The Region is actively taking steps to engage staff, develop education programs, review policies, and enhance cultural awareness. For these initiatives to be sustainable, dedicated resources and expertise are required.

Implications:

Without added support, the Region would need to use contracted services. However, with this being a long-term work initiative, dedicated resources are required to successfully plan, perform and achieve this initiative to support the organization moving forward.

Alternatives:

Use of contracted service, however doing so would not meet the long-term needs of this work.

Reference:

CA-10-19 - Halton Region 2019-2022 Strategic Business Plan

Digital and Workplace Transformation

Dept.	Division	Title	FTE	Relief Hours	Personnel Costs	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
Digital and Workplace Transformation										
STG	Business Transformation	Enterprise Architect Strategist	1.0	-	\$ 162,510	\$ 165,320	\$ -	\$ -	\$ -	\$ 165,320
STG	Information Technology	Manager, IT Security & System Integration	1.0	-	162,510	164,380	-	-	-	164,380
STG	Information Technology	Senior Systems Analyst - Payroll & SuccessFactor	1.0	-	130,430	132,230	-	-	-	132,230
STG	Information Technology	Systems Analyst - Hansen	1.0	-	118,790	120,590	-	(120,590)	-	-
STG	Information Technology	Network Analyst	1.0	-	118,790	120,660	-	-	-	120,660
CAO	Human Resources	Employee Engagement & Development Advisor	1.0	-	130,430	132,740	-	-	-	132,740
CAO	Human Resources	Policy Advisor - HR	1.0	-	130,430	132,740	-	-	-	132,740
CAO	Human Resources	Disability Management Advisor	1.0	-	130,430	132,740	-	-	-	132,740
Total Digital and Workplace Transformation			8.0	-	\$ 1,084,320	\$ 1,101,400	\$ -	\$ (120,590)	\$ -	\$ 980,810

Strategic Investment

Enterprise Architecture Strategist

Funding Source

Tax

Program Details

Department	Strategic Transformation Group
Division	Business Transformation
Program	Enterprise Architecture
Cost Centre	110200

Complement Details

Position Title	Enterprise Architecture Strategist
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 162,510	\$ 162,510
Materials & Supplies	2,810	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	165,320	162,870
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	165,320	162,870
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 165,320	\$ 162,870

Business Case

Recommendation:

Approve 1.0 FTE Enterprise Architecture Strategist to align technology investments to corporate strategy, ensuring the correct systems, tools and technology are in place to support the Region and deliver online services to residents.

Need:

A stable and scalable enterprise architecture is needed to support many of the transformational projects aligned to the Strategic Business Plan where services are being redeveloped with a digital first perspective. These transformational projects require consolidating existing investments in current technologies, reviewing the technology landscape to understand emerging technologies and how they can help enable service delivery through digital platforms and ensuring that investments are being strategically made so that the Region derives the most value from these systems.

The Enterprise Architecture Strategist aligns technology investments to corporate strategy, ensuring that the right systems, tools and technology are in place to support the Region and deliver online services to residents. Additionally, the Enterprise Architecture Strategist will maintain the state-of-good-repair for existing technology investments within the enterprise systems portfolio. As a result of the COVID-19 pandemic, there is increased demand for digital transformation projects at unprecedented rates. This has added increased pressure to deliver innovative technologies that can be quickly implemented and meet the demands of the Region and residents.

Implications:

Without a proper plan and vision, there is significant risk of offering disconnected services to residents through digital channels as well as increased costs, time and effort to integrate these independent systems. The Enterprise Architecture Strategist will help plan, design and support the implementation of technology capabilities that enable the delivery of many actions from the Strategic Business Plan.

Alternatives:

These services are very specialized and require significant institutional knowledge, collaboration with management and strong understanding of the interdependencies of the Strategic Business Plan. As these activities are ongoing and ever evolving, there is no market that would be able to meet the ongoing needs for this investment.

Reference:

N/A

Strategic Investment

Manager, IT Security & System Integration

Funding Source	Tax
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Program Details

Department	Strategic Transformation Group
Division	Information Technology
Program	IT Asset & Service Access
Cost Centre	661150

Complement Details

Position Title	Manager, IT Security & System Integration
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 162,510	\$ 162,510
Materials & Supplies	1,870	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	164,380	162,510
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	164,380	162,510
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 164,380	\$ 162,510

Business Case

Recommendation:

Approve 1.0 FTE Manager of IT Security & System Integration to lead the Region's Cybersecurity Strategy and manage the day-to-day operation of security systems and tools. This position will lead the implementation of IT security architecture, leveraging the Region's existing and future security technology and controls. The position will also advise the Region in establishing and monitoring security protocols and policies.

Need:

Technology is rapidly evolving and becoming embedded in all business functions at the Region. There continues to be significant pressure to move manual processes into digital solutions as well as direction through the Strategic Business Plan to digitize customer and resident interactions. Along with these progressions towards digital solutions, the COVID-19 pandemic has highlighted the need for, anticipation of, and agile response to the protection of these new and existing IT solutions. Many of these new solutions are Software as a service (Saas), Platform as a service (Paas) and cloud-based networks. These service offerings introduce risks to new and existing IT systems.

The pace at which technology is changing and being implemented creates risk as we work to implement appropriate policies and tools to protect these systems. The Manager of IT Security & System Integration will lead the implementation of new tools, controls and policies to ensure Halton Region infrastructure and data is protected while enabling new and innovative solutions. This includes the recommendations outlined in the Security Maturity Assessment IT Audit, conducted in early 2020. This position will also be responsible for ensuring the successful and secure integration of IT systems across Halton's technology stack. This proposal includes moving IT security staff under this new position to a separate branch reporting into the Director of Information Technology to streamline and separate operational duties and IT security.

Implications:

The Region currently has one Technology Security Analyst which is not sufficient to fulfil the needs set out in the Strategic Business Plan or recent audits as well as to ensure the protection of the Region in the future.

Alternatives:

Hire contract staff or procure external consulting services, which introduces a risk on the quality of services, timing of delivery and substantially higher costs.

Reference:

N/A

Strategic Investment

Senior Systems Analyst - Payroll & SuccessFactor

Funding Source	Tax
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Program Details	
Department	Strategic Transformation Group
Division	Information Technology
Program	IT Solution Delivery
Cost Centre	661400

Complement Details	
Position Title	Senior Systems Analyst - Payroll & SuccessFactor
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2021 Impact	2022 Impact
Personnel Services	\$ 130,430	\$ 130,430
Materials & Supplies	1,800	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	132,230	130,430
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	132,230	130,430
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 132,230	\$ 130,430

Business Case

Recommendation:

Approve 1.0 FTE Senior Systems Analyst - Payroll & SuccessFactor on the Enterprise Application team to lead software implementation, upgrades and updates, and provide support for Payroll and SuccessFactor modules. This position will provide day-to-day application support and lead ongoing implementation of system improvements for Payroll and SuccessFactor modules such as TRAKS, Recruitment and Onboarding.

Need:

The Region has implemented internal Payroll and SAP SuccessFactor TRAKS applications over the years and started to implement a new Recruitment and Onboarding solution from SAP SuccessFactor. SAP has become a critical system application for payroll, in particular, as it is required to support day-to-day operational processes. The SAP system has to be kept current with new patches and software updates twice a year. IT also needs to provide responsive actions to change requests received from HR and Payroll to provide new functionalities to meet new HR policy and legislated requirements.

As part of the 2020 work plan, new solutions from SAP SuccessFactor for Recruitment and Onboarding will be implemented and this will require extra technical resources after implementation for continuous support and improvements.

Currently, the Region only has one SAP payroll support staff. With SAP payroll being a critical function, continuous support availability is crucial. It has been a challenge to provide support coverage when the current payroll support staff is absent, requiring the reliance on an external contractor. A new Senior Systems Analyst - Payroll & SuccessFactor will ensure continuous support is provided to the organization.

Implications:

The current IT technical resources on the Enterprise Application team have low capacity to provide SAP payroll support. The SAP system has to be updated and enhanced regularly and with the new SuccessFactor application being implemented. The Senior Systems Analyst position is required to lead the implementation of system updates and upgrades as part of the state-of-good-repair program to ensure that the software application is kept current and to provide ongoing support to the organization.

Alternatives:

Hire a contractor or create a support contract with subject matter expert software consulting vendors to provide operational and project support as on needed basis. There is a risk on the quality of services, timing of delivery and substantially higher costs.

Reference:

N/A

Strategic Investment Systems Analyst - Hansen

Funding Source	Rate
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Program Details	
Department	Strategic Transformation Group
Division	Information Technology
Program	IT Solution Delivery
Cost Centre	661400

Complement Details	
Position Title	Systems Analyst - Hansen
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2021 Impact	2022 Impact
Personnel Services	\$ 118,790	\$ 118,790
Materials & Supplies	1,800	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	120,590	118,790
Allocated Charges/Recoveries	(120,590)	(118,790)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 FTE Systems Analyst - Hansen on the Enterprise Application team to lead system administration, upgrades and updates, and provide support for the Hansen application. This position will work with Regional staff who use the Hansen application and the IT technical team to support all change requests for enhancements and provide operational support on a daily basis, as well as keeping system applications up-to-date.

Need:

Hansen is one of the enterprise applications with in-depth customization and is highly integrated with the SAP financial application, Geographic Information System (GIS) and Siebel Customer Relationship Management (CRM) systems. Therefore, it requires strong technical skills to provide day-to-day support for a large range of Regional users, in particular from the Public Works department.

Since the Hansen application is critical to the organization, it is crucial to keep the application current by applying update packages regularly, and to provide ongoing support services to meet the operational needs.

IT has only one technical staff in software development and customization support. The new Systems Analyst will provide support on system administration, troubleshooting, performance monitoring, as well as applying regular updates and upgrades to ensure that the system is working properly and reliably.

This position will meet with Regional users to troubleshoot reported issues, deploy changes for requested enhancements, and participate in developing upgrade plans for ongoing new software updates provided by software vendors to ensure that all applications are up-to-date.

This position will provide support to, and be fully recovered from, the rate-supported operating budget.

Implications:

Currently, there is no full time administrator for the Hansen system. A new Systems Analyst position is required to implement system updates and upgrades as part of state-of-good-repair program to ensure that the software application is kept current. This position will also perform system implementation for new requirements and provide ongoing support to Regional users. Further, this position will work with Siebel Administrator staff to provide mutual coverage during absences.

Alternatives:

Hire a contractor or create a support contract with subject matter expert software consulting vendors to provide operational and project support as on needed basis. There is a risk on the quality of services, timing of delivery and substantially higher costs.

Reference:

N/A

Strategic Investment

Network Analyst

Funding Source

Tax

Program Details

Department	Strategic Transformation Group
Division	Information Technology
Program	IT Asset & Service Access
Cost Centre	661150

Complement Details

Position Title	Network Analyst
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 118,790	\$ 118,790
Materials & Supplies	1,870	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	120,660	118,790
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	120,660	118,790
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 120,660	\$ 118,790

Business Case

Recommendation:

Approve 1.0 FTE Network Analyst to monitor and analyze network performance across the Region's Local Area Network, Wide Area Network, and wireless infrastructure. This position will recommend enhancements to meet new and changing network demands and support the Region's expanding physical, virtual and cloud-based data network services.

Need:

Since 2004, the Region's Voice and Data Network has expanded from 51 sites to 145 sites. Data growth and convergence of the voice and data networks has increased reliability and reduced costs; however, it has also resulted in increased complexity and support challenges. The Region's network is rapidly evolving from typical office-based connectivity to remote circumstances. This requires connecting a mobile and work-from-home workforce over the internet through stable and secure cellular and Wi-Fi networks.

The new Network Analyst will plan, implement, replace and support critical network infrastructure components, including three new Paramedic stations, 6 pumping stations and the expansion of Halton Regional Centre data network through the HRC Modernization project. Also, as services continue to move to more cloud computing platforms, a new Network Analyst will be needed to implement and manage the secure connection to these cloud services from the Region's on-site infrastructure.

Further, there are significant enterprise projects that will support digital transformation at the Region. Advanced Metering Infrastructure and Advanced Traffic Management System projects will require additional network staff to implement, secure, manage and maintain the smart city network that will connect them.

Implications:

The current network resources in IT are at capacity supporting 145 sites. A dedicated Network Analyst is required to provide network support and mitigate the risks of network outages and ongoing growth.

Alternatives:

Hire contract staff or procure external consulting services, which introduces a risk on the quality of services, timing of delivery and substantially higher costs.

Reference:

N/A

Strategic Investment

Employee Engagement & Development Advisor

Funding Source	Tax
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Program Details	
Department	Office of the CAO
Division	Human Resource Services
Program	Org Training & Development
Cost Centre	671800

Complement Details	
Position Title	Employee Engagement & Development Advisor
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2021 Impact	2022 Impact
Personnel Services	\$ 130,430	\$ 130,430
Materials & Supplies	2,310	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	132,740	130,790
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	132,740	130,790
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 132,740	\$ 130,790

Business Case

Recommendation:

Approve 1.0 FTE Employee Engagement & Development Advisor to deliver all employee engagement activities including being the wellness spokesperson, Long Service Awards and Awards of Excellence and Merit programming, general employee communications, Leadership Development programming and other activities related to ensuring ongoing Regional staff engagement.

Need:

Prior to the COVID-19 pandemic, Regional employees would attend the workplace, connect with their colleagues and remain engaged with the organization and its culture through receiving information and participating in events, both in person and as a team. The activities resulted in a high level of employee engagement as demonstrated through employee productivity and a turnover rate consistent with or below the industry average. The COVID-19 pandemic triggered immediate changes to the Region's staffing model which had some adverse impacts on staffs' ability to cope with the significant amount of rapid change. This necessitated a change in the way we engage, support and communicate with our employees. To date, our focus has been to ensure that staff remained healthy and had access to all the various supports provided by the Region to assist with various life stressors that, if not dealt with, could have led to lost time at work and lost productivity.

The pandemic necessitated a change to a different work model with staff working from home on a much more frequent basis. This change increased the need to directly engage with the Region's employees and altered the manner in which this could be accomplished. It has also significantly increased the need to provide additional wellness support. Prior to this, these tasks were conducted as portions of various roles within the HR Services division, however the increase in demand has exceeded the capacity of current staff.

To maintain, as well as increase, employee engagement, a dedicated resource is needed. This role will develop communication materials pertaining to various components of the Region's employee engagement program, Long Service Awards, Awards of Excellence and Merit, Wellness, career training, and other various ad-hoc activities. This role will also be the voice of HR when communicating directly to employees pertaining to these topics, ensuring consistent and appropriate support and messaging to staff.

Implications:

If the FTE is not approved, engagement and wellness programming will continue to be delivered at a level that will not be consistent with the need of the organization. As a result, employees may become less engaged with the culture of the Region, decreasing productivity and possibly increasing staff turnover. In addition, without increasing the wellness programming profile, staff may not receive proactive support to address stressors in their personal lives in a timely manner. If these stressors are not dealt with proactively, it will likely lead to an increase in absenteeism and reduced productivity.

Alternatives:

Continue to provide a small subset of this programming within current complement.

Reference:

N/A

Strategic Investment

Policy Advisor - HR

Funding Source	Tax
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Program Details

Department	Office of the CAO
Division	Human Resource Services
Program	Employee Relations
Cost Centre	671600

Complement Details

Position Title	Policy Advisor
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 130,430	\$ 130,430
Materials & Supplies	2,310	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	132,740	130,790
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	132,740	130,790
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 132,740	\$ 130,790

Business Case

Recommendation:

Approve 1.0 FTE Policy Advisor - HR to provide policy advice, legislative and governmental monitoring, as well as project management in the development of corporate policies and plans to address and stay current with governmental and legislative priorities and changes.

Need:

Since the announcement of the Public Health Review in 2019, the legislative and policy landscape as it pertains to the Region's workforce has been in continual flux. This situation has been exacerbated by COVID-19. The manner that staff are now working and the associated legislative changes has necessitated major policy changes that have thus far been addressed through ad-hoc measures. The role of the Policy Advisor will assist the Region in ensuring it remains legislatively compliant and able to proactively address future changes.

Currently, the Federal and Provincial governments are reviewing Long-Term Care and other sectors along with various employment related programs, such as Employment Insurance, with an intent to make substantive changes that will address historical issues and establish new rules within the employment landscape. To compound the issue, the employment landscape is changing, where employees are no longer tied to coming into the office, a basis on which all current permanent HR policies are made.

The Region needs to have a voice at these various tables to ensure its programs are in alignment and that, where possible, the programs are not detrimental to the Region's. As well, the Region's policies need to be reviewed against the developing best practices to ensure the Region is able to continue to attract top talent. This functionality is imbedded into the Directors role at present however the volume of change and the associated complexity is necessitating a dedicated resource to provide expert advice to ensure timely understanding of the impact to the Region.

In addition, this position will provide direct supervision of the HR Access call center, currently staffed by 2.0 FTEs, ensuring that employee and management inquiries are responded to with the most current and timely information.

Implications:

If this FTE is not approved, HR will continue to provide this essential support to the organization however, it may not be at a level or pace that is consistent with the need of the organization. As a result, the Region may be in a position of non-compliance with legislative policy requirements and the ability to recruit top talent may be affected due to outdated employee policy programs.

Alternatives:

Continue to provide HR policy advice and advocacy consistent with the current level of support.

Reference:

N/A

Strategic Investment

Disability Management Advisor

Funding Source	Tax
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Program Details	
Department	Office of the CAO
Division	Human Resource Services
Program	HR Disability Management
Cost Centre	671400

Complement Details	
Position Title	Disability Management Advisor
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2021 Impact	2022 Impact
Personnel Services	\$ 130,430	\$ 130,430
Materials & Supplies	2,310	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	132,740	130,790
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	132,740	130,790
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 132,740	\$ 130,790

Business Case

Recommendation:

Approve 1.0 FTE Disability Management Advisor to deliver direct oversight of the disability management team including the handling of an increasing level of complex cases.

Need:

Since 2017, the Disability Management team, which is currently comprised of 3.0 FTE Specialists and 1.0 FTE Coordinator (administrative support), has been handling approximately 875 short term disability claims per year. Over the past 3 years, claims have been increasing in their complexity and duration. The majority of claims are no longer physical in nature with a predictable recovery pathway. The claims now include a significant component of mental health concerns, which are more complex to manage and support with longer rehabilitation times and intricate return-to-work plans. The majority of the complex claims have, or are manifested in part by, underlying employment issues requiring additional resourcing.

With a small team handling this level of claims, the ability to escalate concerns to the Manager of this team is challenging and the time to ensure fulsome communication and planning with operational staff for the claimants return is truncated. Adding the Advisor role to the team will provide the needed level of decision making oversight, freeing up time for the Specialists to focus on supporting both employees and operations, and ensuring employees are returned to work in a timely and safe manner. The Advisor position will also be mindful of changing legislation to ensure consistency and compliance in handling all claims.

The Advisor will hold an analytical role and assist divisions in better understanding their disability statistics in order to ensure the organizational needs are continuously met. Providing regular reporting to all groups will better assist in staffing the business unit.

Implications:

If the FTE is not approved, HR will continue to deliver Disability Management supports to the organization but run the risk of deteriorating satisfaction for both the employee and the Region. As a result, the Region's employees may spend more time on leave affecting their recovery and reintegration into the workplace and the productivity of the team on which they work.

Alternatives:

Continue to provide services as is.

Reference:

N/A

Provincial Funding

Dept.	Division	Title	FTE	Relief Hours	Personnel Costs	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
Provincial Funding										
SCS	Children's Services	Children's Services Fee Subsidy	-	-	\$ -	\$ 997,542	\$ -	\$ -	\$ -	\$ 997,542
Total Provincial Funding			-	-	\$ -	\$ 997,542	\$ -	\$ -	\$ -	\$ 997,542

Strategic Investment

Children's Services Fee Subsidy

Funding Source	Tax
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Program Details

Department	Social & Community Services
Division	Children's Services
Program	Fee Subsidy
Cost Centre	310409

Complement Details

Position Title	
FTE Impact	
Relief Hours Impact	
Personnel Group	

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	997,542	997,542
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	997,542	997,542
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	997,542	997,542
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 997,542	\$ 997,542

Business Case

Recommendation:

Approve a \$1.0 million Regional investment in the fee subsidy program to maintain the current level of subsidized childcare spaces due to a reduction in provincial funding.

Need:

The child care fee subsidy program provides subsidies for eligible families to assist with the cost of child care. In 2019, there was an average of 2,628 subsidized child care spaces, an increase of 241 compared to 2018 that enabled 4,926 children to access child care through subsidies, an increase of 530 more children compared to 2018. As noted in the 2020 Budget and Business Plan and Report No. FN-45-19 (re: 2020 Budget and Business Plan and Disposition of the 2019 Surplus) and in the Report No. FN-36-20 (re: Operating Budget Variance Report for the period ending August 31, 2020 and Capital Budget and project closure report for the period ending June 30, 2020), on October 25, 2019, the Region received the 2020 funding allocation for Children's Services from the Ministry of Education, which was \$2.7 million less than what was included in the 2020 budget mainly as a result of a reduction in utilization funding (a component of base program funding). Utilization funding is provincial funding provided on a proportionate basis to municipalities that invest above the minimum-legislated amount. The 2021 budget includes a reduction of \$1.1 million in funding from the Ministry of Education driven by the projected decrease in utilization funding. As a result of this reduction in provincial funding, this proposed Regional investment would maintain subsidized child care spaces at the 2020 level.

Implications:

This investment will maintain the subsidized child care spaces at the 2020 level. If this investment is not approved, there will be a reduction in the number of subsidized childcare spaces from 2020 by 116 to 2,628.

Alternatives:

Fee Subsidy will need to be reviewed and balanced against other priorities in Children's Services.

Reference:

N/A

State-of-Good-Repair of the Region's Assets

Dept.	Division	Title	FTE	Relief Hours	Personnel Costs	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
State-of-Good-Repair of the Region's Assets										
STG	Energy Fleet and Facilities	Project Manager I - Regulatory Compliance	1.0	-	\$ 118,790	\$ 122,820	\$ -	\$ -	\$ -	\$ 122,820
STG	Energy Fleet and Facilities	Facilities Services Clerk - Finances	1.0	-	76,370	79,310	-	-	-	79,310
STG	Energy Fleet and Facilities	Building Operator II	1.0	-	69,680	73,105	-	-	-	73,105
PW	Road Operations & Maintenance	Road Operations Coordinator	1.0	-	124,140	129,320	-	-	-	129,320
FIN	Supply Chain Management	Senior Strategic Sourcing Specialist	1.0	-	130,430	133,109	-	-	-	133,109
Total State-of-Good-Repair of the Region's Assets			5.0	-	\$ 519,410	\$ 537,664	\$ -	\$ -	\$ -	\$ 537,664

Strategic Investment

Project Manager I - Regulatory Compliance

Funding Source	Tax
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Program Details

Department	Strategic Transformation Group
Division	Energy, Fleet and Facilities
Program	Facilities Capital Design & Development
Cost Centre	630300

Complement Details

Position Title	Project Manager I - Regulatory Compliance
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 118,790	\$ 118,790
Materials & Supplies	4,030	710
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	122,820	119,500
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	122,820	119,500
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 122,820	\$ 119,500

Business Case

Recommendation:

Approve 1.0 FTE Project Manager I - Regulatory Compliance to help deliver quality services provided by the Energy, Fleet & Facilities division. This position will be responsible for the development of efficient and effective processes for the delivery of services, continuous improvement of those processes, and development and implementation of comprehensive compliance strategies to ensure ongoing adherence to relevant Acts and Regulations related to facilities management.

Need:

Halton Region's facilities play a large role in the delivery of our services and the 2019-2022 Halton Region Strategic Business Plan. To better meet the needs and expectations of internal and external clients, the Energy, Fleet & Facilities division has identified a requirement to standardize operations and deliverables, as well as ensure ongoing compliance with legislation and industry best practices. This position will develop documented processes through the review of existing practices and the evaluation against industry best practices. This position will also develop metrics to evaluate on-going performance and review performance against the expected levels to ensure that the Region's facilities are meeting service expectations. This role will assist the operating groups to ensure that documentation and data are updated regularly and tracked to reflect ongoing operational practices, with review to identify opportunities for continuous improvement. Updated standard operating procedures will result in efficiency in operations and improved service delivery, including opportunities, methodologies and plans for business continuity during emergency situations. This position will also develop strategies to ensure compliance with relevant legislation (Health & Safety, environmental, Ontario Building Code, Fire Code, Electrical Safety Authority, Technical Standards and Safety Authority, etc.), and track the Region's compliance history to reduce Regional risk and ensure the availability of the facilities to meet service requirements and expectations.

Implications:

Regulatory compliance and the development of standardized operating procedures are of high importance to the ongoing delivery of Energy, Fleet & Facilities' services at the Region's facilities. Lack of compliance could lead to increased risk including, but not limited to, the disruption of services provided at the Region's facilities, fines from regulatory bodies, reputational damage and more. The development and continuous improvement of processes and procedures ensures efficient, reliable and effective service delivery. Improved processes reduce Regional risk through better planning and create staffing efficiencies and lean operations. Improved processes and procedures also allow for better preparedness and business continuity in our response to situations and emergencies.

Alternatives:

There are limited alternatives available. The nature of the work requires an experienced, dedicated permanent resource that is trained in all aspects of the role. With the growth of regional assets, service delivery expectations, and increased workload associated with program delivery, the addition of the FTE is required to provide the expertise needed to implement these deliverables.

Reference:

N/A

Strategic Investment
Facilities Services Clerk

Funding Source	Tax
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Program Details	
Department	Strategic Transformation
Division	Energy, Fleet and Facilities
Program	Facility Services
Cost Centre	630200

Complement Details	
Position Title	Facilities Services Clerk - Finances
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2021 Impact	2022 Impact
Personnel Services	\$ 76,370	\$ 76,370
Materials & Supplies	2,940	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	79,310	76,370
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	79,310	76,370
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 79,310	\$ 76,370

Business Case

Recommendation:

Approve 1.0 FTE Facilities Services Clerk to support and assist the Facilities Services section of the Energy, Fleet and Facilities division in ensuring the timely and accurate payment to vendors for goods and services received. This position will work closely with the Maintenance Coordinators for preventative and demand maintenance vendor payments and with the Facilities, Capital Design, and Development section for capital renewal project vendor payments.

Need:

In the last few years, the total number of facilities has grown, which in turn has generated a significant increase in preventative and demand maintenance work along with capital renewal projects. This position will ensure the financial accuracy of payments and identify any discrepancies through financial analysis of the invoices. The position will also provide current capital and operating expenditure reports from SAP that are required for tracking purposes and the reconciliation of invoices. The need for additional resources and tools and systems required to provide property and financial management for the Region will continue to grow with the accommodation strategy and its proposed facility changes. This position will assist in supporting and enhancing the necessary financial services to provide proper auditing information to Halton's Financial Services & Payroll division. With the growth of the division and its responsibility to maintain regional assets and increased workload associated with its program delivery, the addition of this position will provide the expertise needed to implement and manage an effective accounts payable program within Facilities Services.

Implications:

If not approved, Energy, Fleet & Facilities will risk not being able to provide payments to vendors on time which, in turn, may create additional late payment charges. This function would need to be supported through temporary contract support or by current staff who are already at maximum capacity in their other functions, requiring a reduced scope. In addition, shifting the workload to existing staff may result in the division not being able to meet the current work plan requirements.

Alternatives:

There are limited alternatives available. Opportunities have been investigated to identify where it may be possible to re-assign staff tasks. With limited resources, the majority of the duties for this position and nature of the work requires an experienced, dedicated permanent resource that is trained in all aspects of the financial role to ensure consistent, effective, and efficient vendor and customer service delivery.

Reference:

Corporate Purchasing Policy and Procedures, Halton Region Purchasing By-Law No. 83-19, HCHC Purchasing By-Law No.4-15.



Strategic Investment

Building Operator II

Funding Source	Tax
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Program Details

Department	Strategic Transformation Group
Division	Energy, Fleet and Facilities
Program	Facility Services
Cost Centre	632703

Complement Details

Position Title	Building Operator II
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OPSEU (LTC)

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 69,680	\$ 69,680
Materials & Supplies	3,425	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	73,105	70,040
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	73,105	70,040
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 73,105	\$ 70,040

Business Case

Recommendation:

Approve 1.0 FTE Building Operator II to support and assist the Facilities Services section of the Energy, Fleet and Facilities division and the Region's Long-Term Care (LTC) homes.

Need:

This position will ensure the timely and accurate performance of day-to-day preventative and routine maintenance requirements of the LTC homes, contractor oversight, and Facilities Services client customer service. This includes maintaining all building systems and functions in accordance with the guidelines of the Ministry of Long-Term Care (MLTC). This position will be located at Post Inn Village, which is approximately 168,000 sq. ft. with 225 beds, making it the largest site of the 3 LTC homes operated by the Region. Currently, Post Inn Village is operating with 2.0 Building Operators, however with an increasing number of maintenance requests, the current FTEs are not able to sustain the workload. The addition of this position is to ensure service levels are maintained. The Building Operator II will work as part of an organized work unit to perform preventative, predictive, and routine maintenance tasks. The new position will provide additional support in troubleshooting building-related technical issues, assist in repair failures of building systems and equipment, and ensure maximum equipment efficiency and effectiveness. Under the requirements of the MLTC, Ontario Building Code (OBC), and the Ontario Fire Code (OFC), the additional Building Operator II will provide the oversight needed to ensure the increased contractual work requirements in maintaining the facilities meet strict building maintenance requirements. As additional practices and procedures are implemented due to COVID-19, the new Building Operator will provide added support in maintaining the LTC home. An 18-month contract was recently trialed at Post Inn Village to help address current staff capacity issues which achieved positive results.

Implications:

If not approved, the ability to meet legislative requirements under the MLTC, OBC, OFC and the Ministry of Health's health and safety standards could be compromised, leaving the LTC home at risk of infectious disease as well as not being able to provide adequate service to the LTC residents. Without the additional Building Operator, the LTC home would risk the premature failure of building equipment through the lack of proactive maintenance procedures, which would result in additional expenditures. The ability to meet LTC audit requirements may also be compromised.

Alternatives:

This position is not a good candidate for outsourcing as familiarity with LTC-specific equipment is required. The nature of the work requires an experienced, dedicated permanent resource that is trained in all aspects of building maintenance to ensure consistent, effective and efficient asset management processes are applied.

Reference:

MLTC, OBC, OFC and the Ministry of Health's health and safety standards.

Strategic Investment

Road Operations Coordinator

Funding Source	Tax
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Program Details

Department	Public Works
Division	Waste Management & Road Operations
Program	Road Operations & Maintenance
Cost Centre	258000

Complement Details

Position Title	Road Operations Coordinator
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 124,140	\$ 124,140
Materials & Supplies	5,180	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	129,320	124,500
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	129,320	124,500
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 129,320	\$ 124,500

Business Case

Recommendation:

Approve 1.0 Road Operations Coordinator to ensure that the Region's storm sewer system is operated and maintained in a state-of-good repair.

Need:

Due to the size of the storm sewer system and the forecasted age-based deterioration, this position is required to manage the Region's storm sewer management program. Halton Region's storm sewer system has grown through urbanization, road widenings and road transfers since 2004, increasing the amount of regional storm assets and program demands arising out of the growth in the Region. Many of the existing regional rural road cross sections have been urbanized with the inclusion of storm sewers and its related assets. The Storm system has grown exponentially in the last 10 years and is expected to grow with road network expansion. As identified through the Public Works Asset Management Update, 2017 (PW-28-17), a comprehensive inventory of the storm sewer system was needed in order to perform lifecycle management to enable asset management and plan to determine a 10 year capital plan. There is currently no dedicated staff for Regional storm sewer management; the current oil and grit separators inspection and cleaning program is being managed by the existing Coordinator. Duties for this new position will encompass operations and maintenance, regulatory and non-regulatory compliance, asset management, conduction of assessments/needs studies, budget coordination, inspection and infrastructure planning coordination with development and non development projects in addition to the overall performance management of the storm system. The Coordinator will also oversee the acquisition, compilation and the storm inventory datasets for ON1Call and compliance within Intelx/Quest.

Implications:

For Storm Sewer Asset Management to continue without impacting levels of service and operational excellence, a full time resource is required to adequately administer and oversee the Storm Sewer System. The program is unsustainable without a dedicated staff resource due to the growing size of the storm system and complexity of overseeing Ministry of Environment and Energy regulations, inter-related weather events, the increase in traffic and coordination of storm assets and asset management needs.

Alternatives:

Currently there is no dedicated staff resource to adequately manage and operate a regional storm asset asset management program to meet customer and technical levels of service demands in addition to the regular road operations, maintenance and road safety requirements. Long-term use of existing staff to manage the shortfall is no longer a viable option.

Reference:

PW-28-17 re: Public Works Asset Management Program Update, 2017

Strategic Investment

Senior Strategic Sourcing Specialist

Funding Source	Tax
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Program Details	
Department	Finance
Division	Supply Chain Management
Program	Supply Chain Management
Cost Centre	684001

Complement Details	
Position Title	Senior Strategic Sourcing Specialist
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2021 Impact	2022 Impact
Personnel Services	\$ 130,430	\$ 130,430
Materials & Supplies	2,679	84
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	133,109	130,514
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	133,109	130,514
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 133,109	\$ 130,514

Business Case

Recommendation:

Approve 1.0 FTE Senior Strategic Sourcing Specialist to provide support for procurement initiatives. This new position will support the Supply Chain Management division by leading and executing complex procurements for Region-wide goods and services and supporting the increasing demand of procurement requests. This position will also assist in the creation of improved processes and procedures based on internal audit findings, and in a best practice review to ensure the Region continues to provide goods and services at desired levels of service.

Need:

The Region delivers services to the public; and the Strategic Sourcing team within the Supply Chain Management division provides support for procurement initiatives through procured goods and contracted third party services. The procurement requirements vary significantly for each department and the market continues to change and evolve with new goods and service offerings due to changes in technology, legislated requirements and the changing demands of society. As a result, the Region's procurement practices are also changing to adapt to new market conditions often requiring in-depth market assessments with short term and long term sourcing strategies to determine the best type of procurement to meet Regional objectives and provide the best value. In order to meet the changing market demands, legislation and growth of all Regional programs, the Region needs to invest in sourcing strategies, improved business processes and technology to improve efficiency and internal controls, reduce risk and improve accuracy and timeliness of information for decision making. Excluding the allocation-related procurements, the Strategic Sourcing team currently procures approximately \$334M of goods, services, consulting and construction for the Region on an annual basis. The Senior Strategic Sourcing Specialist will lead the procurement of complex categories of spend, including high value and hard to source products and services, at the best value and consistent with the specified quality in the required time. This position will ensure that procurement is carried out in compliance with the Purchasing by-law and policies and procedures, industry practice and professional standards. This position will also provide expertise in procuring complex contracts and vendor pre-qualification for major commodities for services, consulting and construction.

Implications:

Additional staff support for the above noted initiatives will allow the Strategic Sourcing team to continue to meet service levels and provide expertise in procuring complex goods and services. With the growing demands on the Supply Chain Management division, an additional Senior Strategic Sourcing Specialist is necessary to ensure compliance with the Purchasing By-Law.

Alternatives:

Hiring temporary contract staff would not be as efficient as having an integrated team nor would it allow for succession planning. In addition, this position requires a high degree of technical expertise and it may be difficult to find an individual with the required skills on a contract term. This would impact project delivery and implementation success and ultimately delivery of Regional strategic objectives.

Reference:

N/A

Comprehensive Housing Strategy

Dept.	Division	Title	FTE	Relief Hours	Personnel Costs	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
Comprehensive Housing Strategy (CHS)										
LPS	Office of the Commissioner	Manager, Housing Action Team	1.0	-	\$ 162,510	\$ 167,030	\$ -	\$ (167,030)	\$ -	\$ -
Total Comprehensive Housing Strategy (CHS)			1.0	-	\$ 162,510	\$ 167,030	\$ -	\$ (167,030)	\$ -	\$ -

Strategic Investment

Manager, Housing Action Team

Funding Source	Tax
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Program Details

Department	Legislative & Planning Services
Division	Office of the Commissioner
Program	Housing Action Team
Cost Centre	640000

Complement Details

Position Title	Manager, Housing Action Team
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 162,510	\$ 162,510
Materials & Supplies	3,270	3,070
Purchased Services	1,250	1,500
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	167,030	167,080
Allocated Charges/Recoveries	(167,030)	(167,080)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 FTE Manager of Housing Action Team to provide strategic oversight and operational direction of the Assisted Housing Framework to create new assisted housing units for Halton Region.

Need:

This position will lead and facilitate the implementation of the Assisted Housing Framework. This Framework, initially endorsed by Regional Council in 2015 (LPS43-15), is the Region's plan to guide investment in new assisted housing opportunities, a key deliverable of the Comprehensive Housing Strategy (CHS) Five Year Review (SS-19-19/LPS86-19). This position will engage with Regional staff, community stakeholders, municipal and senior government partners and agencies, consultants and contractors to scope, design and deliver new assisted housing while positioning the Region as a leader in providing capital funding contributions. Anticipated capital expenditures under this position may be up to \$78M through the management and oversight of T7103B – CHS Assisted Housing Development.

The 2019-2022 Strategic Business Plan identified key areas for this position and the Housing Action Team such as ensuring that the necessary infrastructure of housing across the continuum is in place with a focus on creating new assisted and supportive housing units to address the need and demand, requiring each new housing project be reviewed to consider the incorporation of a supportive housing component in partnership with an existing support agency through the Region's Community Safety and Well Being Plan, requiring each project brought forward to Regional Council for capital funding approval will be required to demonstrate Leadership and Innovation for Environmental sustainability to Council's climate change emergency declaration, facilitate responsible, financially viable operating budgets and improve the quality of life for tenants living in these new units and analyzing opportunities and capitalizing on the availability of senior levels of government funding to leverage Halton Region's capital funding.

This position will be funded through the CHS Assisted Housing Development capital budget .

Implications:

This position will validate and prioritize the work required in order to achieve the goals of the Comprehensive Housing Strategy for the creation of new assisted rental units. The position will assist in retaining staffing resources necessary to provide a consistent approach to development activities.

Alternatives:

Temporary staff and increased consulting in 2021 and revisit potential permanency of the position as part of the 2022 budget process.

Reference:

SS-19-19/LPS86-19 - Comprehensive Housing Strategy 2014-2024 - Five Year Review
LPS43-15 - Framework for Delivering Assisted Rental and Ownership Housing Solutions

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

Dept.	Division	Title	FTE	Relief Hours	Personnel Costs	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
Community Safety and Well-Being Plan and Halton Region Community Investment Fund										
SCS	Human Services Planning & Program Support	Halton Region Community Investment Fund (HRCIF)	-	-	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
Total Community Safety and Well-Being Plan and Halton Region Community Investment Fund			-	-	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000

Strategic Investment

Halton Region Community Investment Fund (HRCIF)

Funding Source	Tax
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Program Details

Department	Social & Community Services
Division	Human Services Planning & Program Support
Program	HRCIF
Cost Centre	524400

Complement Details

Position Title	
FTE Impact	
Relief Hours Impact	
Personnel Group	

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	500,000	500,000
Total Direct Costs	500,000	500,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	500,000	500,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 500,000	\$ 500,000

Business Case

Recommendation:

Approve a \$500,000 increase in funding to the Halton Region Community Investment Fund (HRCIF) from the current approved budget of \$3.0 million to a total of \$3.5 million.

Need:

The HRCIF enhances the health, safety and well-being of Halton residents through funding to non-profit human service programs and initiatives. In 2020, a wide range of programs have been funded to support the health, safety and well-being of the Halton community. This includes programs to address the needs of children, youth and older adults; strengthen food security among residents with low incomes; enhance mental health; strengthen equity and inclusion; and address small capital needs of community agencies.

The fund played a key role in meeting the need of vulnerable population to respond to the initial impact of the COVID-19 pandemic and continues to respond to a wide range of emergent issues. This includes supporting the work of the Halton Equity and Diversity Roundtable, continued investment in initiatives that are addressing Community Safety and Well-Being (CSWB) planning priorities, and grants that are strengthening how the Halton Regional Police Service and community partners work together to respond to vulnerable populations. An increased investment of \$500,000 in HRCIF funding will support Halton Region to continue to meet new and emerging community needs, pivot to virtual models of service delivery, respond to public health directives from the pandemic, and address CSWB issues.

Implications:

An increase of \$500,000 will enhance the capacity of the HRCIF to address CSWB and other emergent community priorities through a collaborative, multi-sector approach. As the second wave of the pandemic emerges, it is anticipated that non-profit human service agencies will experience an increased demand on programs and services.

Alternatives:

Maintain the program at 2020 funding levels. This will limit the amount of investment available to address CSWB and emergent priorities related to COVID-19.

Reference:

SS-23-20/MO-21-20 - Update on Community Safety and Well-Being Planning in Halton
 SS-18-20 Halton Region Community Investment Fund - Approach to 2021 funding and update on 2020 allocations
 SS-07-20 - Halton Region Community Investment Fund - 2020 Funding

Prevent and Respond to Homelessness

Dept.	Division	Title	FTE	Relief Hours	Personnel Costs	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
Prevent and Respond to Homelessness										
SCS	Housing Services	Manager, Homelessness and Supportive Housing	1.0	-	\$ 162,510	\$ 162,510	\$ (162,510)	\$ -	\$ -	\$ -
Total Prevent and Respond to Homelessness			1.0	-	\$ 162,510	\$ 162,510	\$ (162,510)	\$ -	\$ -	\$ -

Strategic Investment

Manager, Homelessness and Supportive Housing

Funding Source	Tax
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Program Details

Department	Social & Community Services
Division	Housing Services
Program	Homelessness
Cost Centre	327200

Complement Details

Position Title	Manager, Homelessness and Supportive Housing
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 162,510	\$ 162,510
Materials & Supplies	-	-
Purchased Services	(162,510)	(162,510)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 FTE for a Manager of Homelessness and Supportive Housing to provide strategic oversight and operational direction to a portfolio administering over \$8 million in Provincial, Federal and Regional funding to curb homelessness and support vulnerable residents, utilizing 100% provincial funding through the Community Homelessness Prevention Initiative (CHPI) allocation.

Need:

Increased senior government investments now exceeding \$7.4 million in Provincial and Federal base funding subsidy with a focus on homelessness prevention necessitate a dedicated Manager to provide strategic oversight and direction in this area.

With the launch of the National Housing Strategy, both Provincial and Federal governments have high level strategic objectives in place and are looking to the Region to develop creative solutions to address local needs on the front line. Homelessness funding has risen almost 50% in Housing Services over the past five years, and with that funding comes significant responsibility to implement a Coordinated Access strategy for the Region that ensures the most vulnerable in our community have access to time sensitive supportive housing options appropriate for their circumstances. COVID-19 has accentuated that this population group in particular is at a higher risk than most, and as such there is significant work that the Region will need to do in the months and years ahead to address gaps while monopolizing on available federal and provincial increased investments.

This position will manage external relationships with over 30 community agencies responsible for third party delivery of critical activities in our homelessness system, as well as provides formal and informal supervision to internal staff responsible for data collection, policy analysis, compliance reviews, budgeting and high-profile agency agreements. Provincial reporting is becoming increasingly more complex and timelines more compressed. Having a dedicated Manager overseeing this high growth area mitigates associated risks, ensures available funding is fully utilized and strategically petition other governments for increased investments. In addition, having a dedicated Manager gives Halton Region greater visibility at provincial/federal and broader sector tables on homelessness to facilitate successful strategic advocacy and ensure Halton Region's needs are met. With a renewed focus from senior levels of government continuing on issues related to homelessness and housing instability in Halton Region, the permanency of the Manager position is critical to continued operational success and renewed advocacy for senior government funding in this area.

This position utilizes provincial CHPI funding to convert a temporary position into a permanent position, with no net tax impact.

Implications:

This permanent position is an extension of an existing temporary Manager position that is essential to fully utilize Provincial base CHPI funding in 2020 and beyond, maintain business continuity in the sector and ensure an identified gap in staffing capacity is resourced permanently. Resourcing this position on a permanent basis will improve Halton's ability to strategically prioritize housing opportunities for some of the most vulnerable clients by providing staff continuity and program expertise.

Alternatives:

Continue to utilize temporary staff resources in 2021 and revisit potential permanency of the positions as part of the 2022 Regional Budget and Business Plan process.

Reference: N/A

Paramedic Services

Dept.	Division	Title	FTE	Relief Hours	Personnel Costs	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
Paramedic Services										
HLTH	Paramedic Services	Education Superintendent	1.0	-	\$ 139,280	\$ 143,620	\$ -	\$ -	\$ (71,810)	\$ 71,810
HLTH	Paramedic Services	Paramedic Services Payroll & Scheduling Coordinator	1.0	-	86,060	86,575	-	-	(43,288)	43,288
HLTH	Paramedic Services	Paramedic Services Administrative Coordinator	1.0	-	86,060	86,305	-	-	(43,153)	43,153
Total Paramedic Services			3.0	-	\$ 311,400	\$ 316,500	\$ -	\$ -	\$ (158,250)	\$ 158,250

Strategic Investment

Education Superintendent

Funding Source	Tax
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Program Details

Department	Health
Division	Paramedic Services
Program	Program Development & Quality Improvement
Cost Centre	440030

Complement Details

Position Title	Education Superintendent
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 139,280	\$ 139,280
Materials & Supplies	4,340	1,060
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	143,620	140,340
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	143,620	140,340
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(71,810)	(70,170)
Non-Subsidy Revenue	-	-
Total Revenue	(71,810)	(70,170)
Net Program Expenditures	\$ 71,810	\$ 70,170

Business Case

Recommendation:

1.0 permanent FTE Education Superintendent is required to ensure there are adequate resources for the delivery of education to paramedics and management staff as well as the recruitment of new paramedics.

Need:

This position is required to address pressures related to growth in the Paramedic Services division. In 2001, when the initial education Superintendent position was approved, there were 75 paramedics. Since that time, the number of paramedics has increased to over 260, plus 19 management staff. This position will work with the existing education Superintendent to support program development and delivery of all training, including continuing medical education to all paramedics and management staff.

The Education Superintendent is also responsible for managing return to work certification, remedial training as a result of quality assurance activities, developing and providing training for new equipment, ensuring compliance with Ministry of Health Certification Standards, as well as the coordination and oversight of advanced care paramedic training and paramedic college mentorship programs.

Paramedic clinical practice is frequently changing and the service has to continually rely on backfilling frontline paramedics to act as education facilitators to assist with program delivery. The evolving COVID-19 response has resulted in a substantial increase in educational requirements related to infection prevention and control, new clinical guidelines and enhanced personal protective equipment. These additional requirements are becoming increasingly difficult to deliver with a single education superintendent.

This investment includes provincial funding based on the current 50/50 cost-share funding model for a net tax impact of \$72,000.

Implications:

The risk associated with not having this position approved is the impact on educational delivery to staff, delays in completing necessary remedial training and time sensitive follow-up, and could potentially delay the implementation of Ministry of Health mandated education, hiring and orientation. Additionally, overtime costs will continue to be incurred backfilling frontline paramedics to act as education facilitators.

Alternatives:

Continue to backfill frontline paramedics to act as educational facilitators.

Reference:

N/A

Strategic Investment

Paramedic Services Payroll & Scheduling Coordinator

Funding Source	Tax
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Program Details	
Department	Health
Division	Paramedic Services
Program	Operations
Cost Centre	440200

Complement Details	
Position Title	Payroll & Scheduling Coordinator
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2021 Impact	2022 Impact
Personnel Services	\$ 86,060	\$ 86,060
Materials & Supplies	515	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	86,575	86,060
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	86,575	86,060
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(43,288)	(43,030)
Non-Subsidy Revenue	-	-
Total Revenue	(43,288)	(43,030)
Net Program Expenditures	\$ 43,288	\$ 43,030

Business Case

Recommendation:

1.0 permanent FTE Paramedic Services Payroll and Scheduling Coordinator is required to address pressures in the paramedic operations program related to payroll and scheduling functions.

Need:

This position is required to address pressures related to growth in the division. The position will provide support to the scheduling and payroll program. In 2001, when the initial payroll/scheduling coordinator position was approved, there were 75 paramedics. In 2015, an additional 0.5 FTE was approved to provide support to the payroll/scheduling coordinator. The number of paramedics has increased to over 260, and the number of daily shifts being scheduled on an annual basis has increased from 8,000 in 2001 to more than 28,000 in 2020.

As the division continues to grow, scheduling processes are becoming increasingly complex; the payroll/scheduling coordinator plays a key role in ensuring that ambulances are staffed at all times, while minimizing the use of overtime. Currently, the 1.5 FTE schedulers stagger their shifts to provide extended daytime coverage. This new position is required to assist with expanding the number of scheduling hours provided each day which will relieve the Operations Superintendents of this task thereby allowing them to focus on managing operations. Work undertaken as a component of the update to the Paramedic Services Master Plan also identified the need for additional scheduling and payroll support.

This investment includes provincial funding based on the current 50/50 cost-share funding model for a net tax impact of \$43,000.

Implications:

Current payroll/scheduling positions are at capacity and there is a risk of errors that could impact operational staffing and result in inefficient use of resources. If this position is not approved, Superintendents would continue to complete administrative tasks, which limits their ability to manage operations, meet operational responsibilities, manage risk, comply with health and safety requirements, respond to customer service inquiries, meet project timelines, and reduce the field supervision of frontline staff.

Alternatives:

Continue to utilize temporary contract staff for this position, but this will not fulfill the long-term need.

Reference:

Report No. MO-14-15 (re: "Paramedic Services 10-year Master Plan")

Strategic Investment

Paramedic Services Administrative Coordinator

Funding Source	Tax
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Program Details	
Department	Health
Division	Paramedic Services
Program	Logistics
Cost Centre	440050

Complement Details	
Position Title	Paramedic Services Admin. Coordinator
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2021 Impact	2022 Impact
Personnel Services	\$ 86,060	\$ 86,060
Materials & Supplies	245	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	86,305	86,060
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	86,305	86,060
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(43,153)	(43,030)
Non-Subsidy Revenue	-	-
Total Revenue	(43,153)	(43,030)
Net Program Expenditures	\$ 43,153	\$ 43,030

Business Case

Recommendation:

1.0 permanent FTE Paramedic Services Administrative Coordinator is required to address pressures in the Paramedic Services division related to financial functions and growth in the division.

Need:

Since 2000, when Paramedic Services were established, processing of paramedic invoices for payment was completed by staff in the Public Health Business Planning and Improvement program. In late 2019, due to pressures in Public Health, the Public Health administrative staff were no longer able to continue supporting the Paramedic Services division with the processing of invoices. These functions are now being completed by existing administrative staff who are already at capacity.

This position will complete the division's invoice processing as well as process accounts receivables, purchase orders, eBids, visa vehicle fuel and purchasing reconciliations, and aspects related to new vehicle commissioning in SAP. In addition, this position will track incoming invoices and statements, TCA related equipment and supplies.

As the division continues to grow, the volume of work continues to increase and there is no capacity to manage the additional functions.

This investment includes provincial funding based on the current 50/50 cost-share funding model for a net tax impact of \$43,000.

Implications:

Existing administrative staff are at capacity, if this position is not approved, the additional workload on existing staff may result in missed deadlines, potentially late payments to vendors and the requirement for overtime to complete the work.

Alternatives:

Hire temporary contract staff, but this will not fulfill the long-term needs in the division.

Reference:

Report No. MO-14-15 (re: "Paramedic Services 10-year Master Plan)

Climate Change Response

Dept.	Division	Title	FTE	Relief Hours	Personnel Costs	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
Climate Change Response										
CAO	Strategic Policy & Government Relations	Manager, Climate Change Response & Sustainability	1.0	-	\$ 177,230	\$ 335,650	\$ -	\$ -	\$ -	\$ 335,650
Total Climate Change Response			1.0	-	\$ 177,230	\$ 335,650	\$ -	\$ -	\$ -	\$ 335,650

Strategic Investment

Manager, Climate Change Response & Sustainability

Funding Source	Tax
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Program Details	
Department	Office of the CAO
Division	Strategic Policy & Government Relations
Program	Climate Change & Sustainability
Cost Centre	120100

Complement Details	
Position Title	Manager, Climate Change Response & Sustainability
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2021 Impact	2022 Impact
Personnel Services	\$ 177,230	\$ 177,230
Materials & Supplies	5,920	2,020
Purchased Services	152,500	152,500
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	335,650	331,750
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	335,650	331,750
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 335,650	\$ 331,750

Business Case

Recommendation:

Approve 1.0 FTE Manager of Climate Change Response & Sustainability to lead efforts in establishing and supporting the implementation of Halton Region's climate response plan. This position will serve as the key point of contact to collaborate with departments within the Region, and support relationships with key municipal and community partners. Professional services dollars will be used to develop a Climate Change response, seeking professional expertise in the field of climate change science, research, facilitation and community partnerships.

Need:

On September 11, 2019, Halton Regional Council approved a motion to declare a Climate Change Emergency. Through this declaration, Regional Council asked staff to develop a climate change strategy, including short and long-term actions, to address climate change mitigation and adaptation for Halton Region. The Manager, Climate Change Response & Sustainability will be required to lead efforts in establishing Halton Region's climate change resilience plan, implement strategic initiatives from the plan as well as the 2019-2022 Strategic Business Plan. This will include collaboration with corporate departments, local municipalities, local non-profits, private sector partners and any pertinent community representatives to align activities and identify synergies for efficient resource utilization, as well as providing regular updates to community groups on implementation progress.

Implications:

Without the addition of this position, it will be difficult to effectively lead the Region's planning and strategy to combat the effects of climate change. Without a dedicated resource, it will not be possible to adequately manage capacity building and knowledge sharing activities and deliverables of various groups across the Region. This may result in the development of a less coordinated climate adaptation plan, resulting in decreased operational savings and increased vulnerability to climate change impacts.

Alternatives:

Hire a contract position to initiate this program, however given the commitment of Regional Council and the importance of addressing climate change, this is not a preferred option.

Reference:

CA-10-19 - Halton Region 2019-2022 Strategic Business Plan
Regional Council declaration of a Climate Change Emergency on September 11, 2019

Halton Region

Budget and Business Plan

2021

Rate-Supported Strategic Investments

Rate-Supported Strategic Investments

2021 Rate Supported Strategic Investments										
Dept.	Division	Title	FTE	Relief Hours	Personnel Costs	Gross Impact	Savings	Capital Recovery	Subsidy	Rate Impact
PW	Engineering & Construction	Senior Construction Inspectors	2.0	-	\$ 253,440	\$ 271,360	\$ -	\$ (271,360)	\$ -	\$ -
PW	Engineering & Construction	Construction Ambassador	1.0	-	111,540	114,795	-	(114,795)	-	-
PW	Engineering & Construction	Project Managers II / III	2.0	-	276,070	290,580	-	(290,580)	-	-
PW	Water and Wastewater System Services	Water Distribution/Wastewater Collection Operators	3.0	-	273,960	505,100	(505,100)	-	-	-
STG	Information Technology	Systems Analyst - Hansen	-	-	-	120,590	-	-	-	120,590
Rate Total			8.0	-	\$ 915,010	\$ 1,302,425	\$ (505,100)	\$ (676,735)	\$ -	\$ 120,590

Strategic Investment

Senior Construction Inspectors

Funding Source	Rate
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Program Details

Department	Public Works
Division	Engineering & Construction
Program	Inspections
Cost Centre	282120

Complement Details

Position Title	Senior Construction Inspector
FTE Impact	2.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 253,440	\$ 253,440
Materials & Supplies	17,420	2,320
Purchased Services	500	500
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	271,360	256,260
Allocated Charges/Recoveries	(271,360)	(256,260)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 2.0 FTE Senior Construction Inspectors to address increased demand for capital contract compliance inspections arising from growth in the Region's Development and State-Of-Good-Repair capital programs.

Need:

The Region's Construction Inspectors assume primary responsibility for ensuring that construction of the Region's roads, water mains and wastewater mains comply with the standards and conditions of approval with respect to design, construction methodology and customer level of service.

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 pressure on staff to ensure that infrastructure is inspected and documented as required by legislation (Drinking Water Quality Management System, Sustainable Water and Sewerage Act and Provincial Minimum Maintenance Standards for Municipal Highways). The current complement of 17 Construction Inspectors typically carry out inspections for the 25-to-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.

In 2021 the capital workload is expected to increase related to the Allocation program, Land Development and State-of-Good-Repair capital programs. Although the Region's staff are supplemented on many projects by consultant staff, the Region's presence is important to address customer levels of service and ensure compliance with regional standards. In many cases, work is inspected as resources become available and at times after construction is completed.

This investment will have an effective net zero rate impact as costs will be recovered from the capital program.

Implications:

If these positions are not approved, inspection levels will not be able to keep pace with the growth in capital programs, 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 many overtime hours annually to meet the contractor's work hours, which affects their work life balance. Relying on overtime work is not a viable long-term strategy.

Alternatives:

Greater use of contracted services beyond current levels is not preferred, as familiarity with the Region's standards, policies and infrastructure commissioning requirements is generally lower and this is not a sustainable option.

Reference:

N/A

Strategic Investment

Construction Ambassador

Funding Source	Rate
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Program Details

Department	Public Works
Division	Engineering & Construction
Program	Engineering Management Office
Cost Centre	282500

Complement Details

Position Title	Construction Ambassador
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 111,540	\$ 111,540
Materials & Supplies	3,255	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	114,795	111,900
Allocated Charges/Recoveries	(114,795)	(111,900)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 FTE Construction Ambassador to meet the growing public expectation of highly effective, accurate, timely and unified communication on large-scale and high-impact capital projects.

Need:

The Region's capital program supports both growth and maintenance of existing infrastructure in a state-of-good-repair and introduces new projects that are larger and more complex each year. Proactive management of these projects is becoming extremely challenging and in some cases unreasonable for any one project manager, especially when it comes to managing increasing public expectation of effective, accurate and standardized stakeholder communications.

In 2019, the Construction Ambassador program was established as part of the new Engineering Management Office. Two Construction Ambassadors were hired to act as a "one-window" point of contact for all large capital project communication, inquiries and coordination. Two of the significant large projects that have benefitted from the dedicated support of the Construction Ambassadors are Trafalgar Road Improvements and Britannia Road Corridor Improvements. In addition, the 2 Construction Ambassadors are associated with several other capital projects in limited capacities.

The introduction of the Construction Ambassador program has received positive endorsement and appreciation from both internal and external stakeholders including residents and elected officials. As such, the Region can benefit significantly by increasing the capacity of the Construction Ambassador program and extending the support of the Construction Ambassador to large and complex projects that cannot be currently supported due to limited capacity.

This investment will not an effective net zero rate impact as costs will be recovered from the capital program

Implications:

The addition of a new Construction Ambassador will provide the much needed additional capacity to support the project managers and the Engineering & Construction division to keep up with increasing public expectation on capital project communication. To date, only two positions exist and it is anticipated that the new addition could potentially offset additional time spent (about 10%) by project managers during construction and with coordinating and responding to project inquiries from the public, affected communities/users, local partners, other stakeholders and elected officials.

Alternatives:

Continue to rely on project managers to provide timely and unified communication to the public on large capital construction projects not supported by the current Construction Ambassadors.

Reference:

N/A

Strategic Investment
Project Managers II / III

Funding Source	Rate
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Program Details	
Department	Public Works
Division	Engineering & Construction
Program	Capital Engineering and Construction
Cost Centre	Various

Complement Details	
Position Title	Project Manager II / III
FTE Impact	2.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2021 Impact	2022 Impact
Personnel Services	\$ 276,070	\$ 276,070
Materials & Supplies	11,910	720
Purchased Services	2,600	2,600
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	290,580	279,390
Allocated Charges/Recoveries	(290,580)	(279,390)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:
Approve 2.0 FTE Project Managers (II / III) to complement the current staff within the Capital Engineering and Construction program in managing the delivery of an increasing capital workload.

Need:
Project managers within the Engineering & Construction division are being tasked with delivering annual State-of-Good Repair and Development programs that will yield an approximate 15% overall increase in capital project workload.

In recent history, sustaining an effective capital project delivery workload was possible through the use of strategic project bundling opportunities, while leveraging resources from within the private consulting sector. The anticipated rate of growth within the Region and the increasing size and complexity of capital projects may limit the ability to successfully implement these strategies in managing capital project workloads.

To continue being effective in delivering capital programs, the Engineering & Construction Division has set a target of 4 active projects per Project Manager. Recent capital project demands have yielded highly variable workload levels resulting in workloads exceeding this target.

Increasing the project manager complement by 2.0 FTEs will not only stabilize anticipated capital workloads, it will also ensure the group can continue being effective in delivering on its short and long-term project commitments. This investment will have an effective net zero rate impact as costs will be recovered from the capital program.

Implications:
In the absence of balanced workloads, effective delivery of capital programs may be at an increased risk. Compromised effective capital delivery will create adverse impacts to the cost of operating existing infrastructure and the ability to service new growth, as well as undermine high level of customer service currently sustained within the Public Works department.

Alternatives:
Continue to increase project workloads for Project Managers. Defer state-of-good-repair related capital delivery and continue to increase maintenance related budgets for existing assets.

Reference:
N/A



Strategic Investment

Water Distribution/Wastewater Collection Operators

Funding Source	Rate
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Program Details

Department	Public Works
Division	Water & Wastewater System Services
Program	Water & Wastewater Linear Systems
Cost Centre	228400

Complement Details

Position Title	Water Dist./Wastewater Collection Op.
FTE Impact	3.0
Relief Hours Impact	0.0
Personnel Group	CUPE (PW)

Funding Impact

Operating	2021 Impact	2022 Impact
Personnel Services	\$ 273,960	\$ 273,960
Materials & Supplies	231,140	200,972
Purchased Services	(505,100)	(474,932)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve three 3.0 FTE Water Distribution/Wastewater Collection Operators for Water and Wastewater Linear Systems to ensure Halton can continue to deliver operations and maintenance programs at appropriate levels of service, while ensuring a safe and healthy workplace.

Need:

Halton's water and wastewater systems continue to experience significant growth each year. Over the past 2 years, the area of the system has increased over 13%, with approximately 10,000 new households and over 1,200 fire hydrants, valves and other appurtenances added to the system. This system growth requires increased efforts to complete maintenance programs such as valve and fire hydrant preventative maintenance and sewermain cleaning to prevent backups and basement flooding. In addition, operators are responding to a greater number of on-demand customer service requests to investigate leaks and pressure issues, provide turn-off/turn-on services, service connection inspections and support capital projects.

Under the new organizational structure, remediation activities such as watermain and sewermain repairs, service connection repairs, curb stop repair/replacement and emergency manhole maintenance activities are being completed using internal resources with limited reliance on external contractors. Remediation activities require crews of 3 to 4 operators per job, often working at different job sites simultaneously.

With current staffing levels, Halton Region will not be able to complete preventative maintenance programs and remediation work as well as respond to customer and capital project requests using internal resources. These additional Operator positions will be funded through equivalent reductions in purchased services, resulting in no net rate impact.

Implications:

Without additional Operators, operations and maintenance program work will need to be deferred, completed on overtime hours or contracted out. This is not the preferred option due to the risks of adversely impacting infrastructure condition, potentially creating unsafe working conditions, adversely impacting operator work-life balance and sacrificing the quality of work that internal Operators provide.

Alternatives:

Continue utilizing overtime and external service providers to deliver the operations and maintenance programs.

Reference:

N/A

Halton Region

Budget and Business Plan 2021

Operating Budget



Tax-Supported Budget Summary

Tax-Supported Budget Summary									
	2020	2021			Change in Budget				
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2021 Base / 2020 Approved			2021 Requested / 2020 Approved	
Regional Services	\$ 277,014,491	\$ 281,005,667	\$ 4,841,727	\$ 285,847,394	\$ 3,991,176	1.4%	\$ 8,832,903	3.2%	
Police Services	161,974,623	167,187,431	1,644,782	168,832,213	5,212,808	3.2%	6,857,590	4.2%	
Total	\$ 438,989,114	\$ 448,193,098	\$ 6,486,509	\$ 454,679,607	\$ 9,203,984	2.1%	\$ 15,690,493	3.6%	

Schedule may not add due to rounding

Summary of Tax Changes (With 1.7% Weighted Assessment Growth)				
	2021			2021
	Base Budget	Strategic Investments	Requested Budget	Budget Directions
Regional Services	-0.3%	1.7%	1.5%	2.0%
Police Services	1.5%	1.0%	2.5%	
Total	0.4%	1.5%	1.8%	

Schedule may not add due to rounding

Net Program Expenditures - Tax

The following tables set out the net expenditure by program at a detailed level.

Net Dollars	2018	2019	2020		2021			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2021 Base / 2020 Approved		2021 Requested / 2020 Approved		
Health												
Healthy Families	\$ 5,506,585	\$ 4,967,535	\$ 4,474,053	\$ 4,148,794	\$ 4,542,105	\$ 51,303	\$ 4,593,408	\$ 68,052	1.5%	\$ 119,355	2.7%	
Health Protection	4,239,209	5,134,972	4,378,412	3,337,676	4,470,480	57,408	4,527,888	92,068	2.1%	149,476	3.4%	
Healthy Schools & Communities	6,049,530	4,881,800	3,771,115	3,620,618	4,000,034	-	4,000,034	228,920	6.1%	228,920	6.1%	
Infectious Disease Control	372,267	371,667	3,897,045	9,273,536	4,051,194	279,618	4,330,812	154,149	4.0%	433,767	11.1%	
Total Public Health	16,167,592	15,355,975	16,520,623	20,380,623	17,063,813	388,329	17,452,142	543,190	3.3%	931,519	5.6%	
Paramedic Services	20,838,224	20,856,814	22,359,085	24,411,085	22,323,979	158,251	22,482,230	(35,105)	-0.2%	123,146	0.6%	
Total Health	37,005,815	36,212,790	38,879,708	44,791,708	39,387,792	546,580	39,934,372	508,084	1.3%	1,054,664	2.7%	
Social & Community Services												
Children's Services	10,243,094	10,258,587	10,583,996	10,583,996	10,945,058	997,542	11,942,600	361,062	3.4%	1,358,604	12.8%	
Employment & Social Services	6,098,764	6,162,020	6,919,211	6,829,211	6,967,610	-	6,967,610	48,399	0.7%	48,399	0.7%	
Housing Services	36,019,335	36,404,131	36,254,155	36,254,155	36,358,604	-	36,358,604	104,449	0.3%	104,449	0.3%	
Human Services Planning & Program Support	6,279,535	6,750,444	7,936,810	7,882,810	7,880,591	500,000	8,380,591	(56,219)	-0.7%	443,781	5.6%	
Services for Seniors	18,937,261	18,957,780	19,817,982	22,634,982	18,993,373	604,631	19,598,004	(824,609)	-4.2%	(219,978)	-1.1%	
Total Social & Community Services	77,577,990	78,532,962	81,512,154	84,185,154	81,145,236	2,102,173	83,247,409	(366,918)	-0.5%	1,735,255	2.1%	
Legislative & Planning Services												
Planning Services	11,083,821	11,842,602	11,892,511	11,511,511	12,150,787	-	12,150,787	258,276	2.2%	258,276	2.2%	
Economic Development	3,256,054	3,434,796	3,889,690	3,382,690	3,845,490	-	3,845,490	(44,200)	-1.1%	(44,200)	-1.1%	
Total Legislative & Planning Services	14,339,875	15,277,398	15,782,201	14,894,201	15,996,277	-	15,996,277	214,076	1.4%	214,076	1.4%	
Public Works - Tax												
Waste Management	42,313,250	43,003,468	44,267,944	44,267,944	44,273,912	-	44,273,912	5,968	0.0%	5,968	0.0%	
Road Operations	52,390,650	55,172,274	57,083,589	57,043,589	57,874,634	129,320	58,003,954	791,046	1.4%	920,366	1.6%	
Total Public Works - Tax	94,703,899	98,175,742	101,351,533	101,311,533	102,148,546	129,320	58,003,954	797,014	0.8%	926,334	0.9%	
Corporate Administration												
Corporate Administration	(1,231,054)	(849,556)	-	(189,000)	-	-	-	-	0.0%	-	0.0%	
Total Corporate Administration	\$ (1,231,054)	\$ (849,556)	\$ -	\$ (189,000)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%	

Schedule may not add due to rounding

Net Dollars	2018	2019	2020		2021			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2021 Base / 2020 Approved		2021 Requested / 2020 Approved		
Non-Program Items & Fiscal Transactions												
Supplementary Tax Revenue	\$ (8,159,237)	\$ (7,876,455)	\$ (6,500,000)	\$ (6,500,000)	\$ (6,500,000)	\$ -	\$ (6,500,000)	\$ -	0.0%	\$ -	0.0%	
Other Tax Revenue	(5,222,163)	(4,627,509)	(4,400,000)	(4,400,000)	(4,400,000)	-	(4,400,000)	-	0.0%	-	0.0%	
Tax Write-Off Provision	2,099,828	2,829,244	4,700,000	4,700,000	4,700,000	-	4,700,000	-	0.0%	-	0.0%	
Tax Policy Expenditures	1,247,208	852,651	548,000	548,000	548,000	-	548,000	-	0.0%	-	0.0%	
Assessment Services	9,287,898	9,572,275	9,889,100	9,831,100	9,913,700	-	9,913,700	24,600	0.2%	24,600	0.2%	
<i>Provincial Offences Act</i>	(3,037,597)	(2,334,342)	(2,327,852)	(2,327,852)	(2,327,852)	-	(2,327,852)	-	0.0%	-	0.0%	
Net Interest Earnings	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	-	(7,750,800)	-	0.0%	-	0.0%	
General Expenditures	36,267,734	38,330,362	33,542,340	33,641,340	31,341,015	1,389,154	32,730,169	(2,201,325)	-6.6%	(812,171)	-2.4%	
Governance Chargeback	-	-	-	-	4,674,438	674,500	5,348,938	4,674,438		5,348,938		
Total Non-Prog Items & Fiscal Transactions	24,732,873	28,995,426	27,700,788	27,741,788	30,198,501	2,063,654	32,262,155	2,497,713	9.0%	4,561,367	16.5%	
Boards & Agencies												
Conservation Authorities	9,167,659	9,593,615	9,772,316	9,772,316	10,086,073	-	10,086,073	313,757	3.2%	313,757	3.2%	
Royal Botanical Gardens	771,329	786,756	802,491	802,491	818,541	-	818,541	16,050	2.0%	16,050	2.0%	
North Halton Mental Health Clinic	-	978,757	1,213,300	1,019,300	1,224,700	-	1,224,700	11,400	0.9%	11,400	0.9%	
Total Boards and Agencies	9,938,988	11,359,128	11,788,107	11,594,107	12,129,314	-	12,129,314	341,207	2.9%	341,207	2.9%	
Net Regional Impact Expenditure	257,068,386	267,703,890	277,014,491	284,329,491	281,005,667	4,841,727	285,847,394	3,991,176	1.4%	8,832,903	3.2%	
Halton Regional Police Service												
Police Services	141,464,664	147,088,907	154,588,000	154,098,000	159,750,808	1,644,782	161,395,590	5,162,808	3.3%	6,807,590	4.4%	
Police Services - Debt Charges	5,091,226	4,158,006	4,166,228	4,166,228	3,431,847	-	3,431,847	(734,381)	-17.6%	(734,381)	-17.6%	
Police Services - Reserves/Capital Transfers	3,514,920	4,136,374	3,220,395	3,220,395	4,004,776	-	4,004,776	784,381	24.4%	784,381	24.4%	
Total Halton Regional Police Service	150,070,809	155,383,287	161,974,623	161,484,623	167,187,431	1,644,782	168,832,213	5,212,808	3.2%	6,857,590	4.2%	
Net Regional Levy Requirement	\$ 407,139,195	\$ 423,087,177	\$ 438,989,114	\$ 445,814,114	\$ 448,193,098	\$ 6,486,509	\$ 454,679,607	\$ 9,203,984	2.1%	\$ 15,690,493	3.6%	

Schedule may not add due to rounding

Schedule may not add due to rounding

Net Dollars	2018	2019	2020		2021			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2021 Base / 2020 Approved		2021 Requested / 2020 Approved		
Corporate Administration :												
Finance												
Budgets & Tax Policy	\$ 2,190,343	\$ 2,505,772	\$ 2,752,085	\$ 2,655,076	\$ 2,764,369	\$ -	\$ 2,764,369	\$ 12,284	0.4%	\$ 12,284	0.4%	
Capital & Development Financing	2,394,679	2,070,478	2,268,758	2,116,758	2,281,097	-	2,281,097	12,339	0.5%	12,339	0.5%	
Financial Services & Payroll	3,854,270	4,092,026	4,458,376	4,461,066	4,490,788	-	4,490,788	32,412	0.7%	32,412	0.7%	
Supply Chain Management	2,616,671	2,438,860	2,941,166	2,803,484	2,985,875	133,109	3,118,984	44,710	1.5%	177,819	6.0%	
Total Finance	11,055,964	11,107,136	12,420,384	12,036,384	12,522,129	133,109	12,655,238	101,745	0.8%	234,854	1.9%	
Strategic Transformation Group												
Business Transformation	1,258,238	2,475,293	2,962,443	2,946,735	3,173,331	165,320	3,339,444	210,889	7.1%	377,001	12.7%	
Communications and Customer Service	5,699,643	5,759,466	6,439,396	6,405,254	6,544,277	-	6,543,220	104,881	1.6%	103,824	1.6%	
Energy, Fleet and Facilities	19,026,706	19,841,861	20,947,062	20,835,999	21,761,799	275,235	22,035,691	814,737	3.9%	1,088,630	5.2%	
Information Technology	14,166,715	15,104,258	15,859,469	15,775,381	16,333,552	537,860	16,873,019	474,083	3.0%	1,013,550	6.4%	
Total Strategic Transformation Group	40,151,302	43,180,879	46,208,369	45,963,369	47,812,960	978,415	48,791,375	1,604,590	3.5%	2,583,005	5.6%	
Legislative & Planning Services												
Legal Services	6,943,896	8,178,963	8,030,704	8,455,704	8,474,628	167,030	8,641,658	443,924	5.5%	610,954	7.6%	
Total Legislative & Planning Services	6,943,896	8,178,963	8,030,704	8,455,704	8,474,628	167,030	8,641,658	443,924	5.5%	610,954	7.6%	
Office of the CAO												
Business Planning & Corporate Initiatives	1,628,630	1,230,039	1,834,759	1,838,092	1,848,203	-	1,848,203	13,444	0.7%	13,444	0.7%	
Human Resources	4,638,937	4,882,997	5,076,875	5,076,875	5,036,240	398,220	5,434,460	(40,635)	-0.8%	357,585	7.0%	
Internal Audit	607,604	638,384	758,232	761,565	759,054	-	759,054	822	0.1%	822	0.1%	
Strategic Policy & Government Relations	978,095	1,035,319	1,786,573	1,789,906	1,812,115	674,500	2,486,615	25,542	1.4%	700,042	39.2%	
Total Office of the CAO	7,853,266	7,786,739	9,456,439	9,466,439	9,455,612	1,072,720	10,528,332	(827)	0.0%	1,071,893	11.3%	
Office of the Chair & Regional Council												
Office of the Chair	255,709	261,678	285,921	285,921	291,051	-	291,051	5,130	1.8%	5,130	1.8%	
Regional Council	1,390,322	1,610,075	1,604,540	1,609,540	1,629,510	-	1,629,510	24,970	1.6%	24,970	1.6%	
Total Office of the Chair & Regional Council	1,646,031	1,871,753	1,890,461	1,895,461	1,920,561	-	1,920,561	30,100	1.6%	30,100	1.6%	
Total Corporate Administration Costs	\$ 67,650,460	\$ 72,125,470	\$ 78,006,357	\$ 77,817,357	\$ 80,185,890	\$ 2,351,274	\$ 82,537,164	\$ 2,179,533	2.8%	\$ 4,530,807	5.8%	

Schedule may not add due to rounding

Net Program Expenditures – by Committee

The following tables set out the net expenditure by program at a detailed level.

Net Dollars	2018	2019	2020		2021			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2021 Base / 2020 Approved		2021 Requested / 2020 Approved	
Health & Social Services											
Health:											
Healthy Families	\$ 5,506,585	\$ 4,967,535	\$ 4,474,053	\$ 4,148,794	\$ 4,542,105	\$ 51,303	\$ 4,593,408	\$ 68,052	1.5%	\$ 119,355	2.7%
Health Protection	4,239,209	5,134,972	4,378,412	3,337,676	4,470,480	57,408	4,527,888	92,068	2.1%	149,476	3.4%
Healthy Schools & Communities	6,049,530	4,881,800	3,771,115	3,620,618	4,000,034	-	4,000,034	228,920	6.1%	228,920	6.1%
Infectious Disease Control	372,267	371,667	3,897,045	9,273,536	4,051,194	279,618	4,330,812	154,149	4.0%	433,767	11.1%
Total Public Health	16,167,592	15,355,975	16,520,623	20,380,623	17,063,813	388,329	17,452,142	543,190	3.3%	931,519	5.6%
Paramedic Services	20,838,224	20,856,814	22,359,085	24,411,085	22,323,979	158,251	22,482,230	(35,105)	-0.2%	123,146	0.6%
Total Health	37,005,815	36,212,790	38,879,708	44,791,708	39,387,792	546,580	39,934,372	508,084	1.3%	1,054,664	2.7%
Social & Community Services:											
Children's Services	10,243,094	10,258,587	10,583,996	10,583,996	10,945,058	997,542	11,942,600	361,062	3.4%	1,358,604	12.8%
Employment & Social Services	6,098,764	6,162,020	6,919,211	6,829,211	6,967,610	-	6,967,610	48,399	0.7%	48,399	0.7%
Housing Services	36,019,335	36,404,131	36,254,155	36,254,155	36,358,604	-	36,358,604	104,449	0.3%	104,449	0.3%
Human Services Planning & Program Support	6,279,535	6,750,444	7,936,810	7,882,810	7,880,591	500,000	8,380,591	(56,219)	-0.7%	443,781	5.6%
Services for Seniors	18,937,261	18,957,780	19,817,982	22,634,982	18,993,373	604,631	19,598,004	(824,609)	-4.2%	(219,978)	-1.1%
Total Social & Community Services	77,577,990	78,532,962	81,512,154	84,185,154	81,145,236	2,102,173	83,247,409	(366,918)	-0.5%	1,735,255	2.1%
Total Health & Social Services	\$ 114,583,805	\$ 114,745,752	\$ 120,391,862	\$ 128,976,862	\$ 120,533,028	\$ 2,648,753	\$ 123,181,781	\$ 141,167	0.1%	\$ 2,789,920	2.3%

Schedule may not add due to rounding

Net Dollars	2018	2019	2020		2021			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2021 Base / 2020 Approved		2021 Requested / 2020 Approved	
Planning & Public Works - Tax											
Legislative & Planning Services:											
Planning Services	\$ 11,083,821	\$ 11,842,602	\$ 11,892,511	\$ 11,511,511	\$ 12,150,787	\$ -	\$ 12,150,787	\$ 258,276	2.2%	\$ 258,276	2.2%
Total Legislative & Planning Services	11,083,821	11,842,602	11,892,511	11,511,511	12,150,787	-	12,150,787	258,276	2.2%	258,276	2.2%
Public Works - Tax:											
Waste Management	42,313,250	43,003,468	44,267,944	44,267,944	44,273,912	-	44,273,912	5,968	0.0%	5,968	0.0%
Road Operations	52,390,650	55,172,274	57,083,589	57,043,589	57,874,634	129,320	58,003,954	791,046	1.4%	920,366	1.6%
Total Public Works - Tax	94,703,899	98,175,742	101,351,533	101,311,533	102,148,546	129,320	102,277,866	797,014	0.8%	926,334	0.9%
Total Planning & Public Works - Tax	105,787,721	110,018,343	113,244,044	112,823,044	114,299,333	129,320	114,428,653	1,055,289	0.9%	1,184,609	1.0%
Planning & Public Works - Rate											
Public Works - Rate:											
Water and Wastewater	198,208,305	201,119,235	213,789,058	211,264,058	220,619,852	120,590	220,740,442	6,830,794	3.2%	6,951,384	3.3%
Total Public Works - Rate	198,208,305	201,119,235	213,789,058	211,264,058	220,619,852	120,590	220,740,442	6,830,794	3.2%	6,951,384	3.3%
Total Planning & Public Works - Rate	198,208,305	201,119,235	213,789,058	211,264,058	220,619,852	120,590	220,740,442	6,830,794	3.2%	6,951,384	3.3%
Total Planning & Public Works - Tax & Rate	\$ 303,996,025	\$ 311,137,578	\$ 327,033,102	\$ 324,087,102	\$ 334,919,186	\$ 249,910	\$ 335,169,095	\$ 7,886,083	2.4%	\$ 8,135,993	2.5%

Schedule may not add due to rounding

Net Dollars	2018	2019	2020		2021			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2021 Base to 2020 Approved		2021 Requested to 2020 Approved	
Administration & Finance											
Corporate Administration:											
Corporate Administration	\$ (1,231,054)	\$ (849,556)	\$ -	\$ (189,000)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%
Total Corporate Administration	(1,231,054)	(849,556)	-	(189,000)	-	-	-	-	0.0%	-	0.0%
Legislative & Planning Services:											
Economic Development	3,256,054	3,434,796	3,889,690	3,382,690	3,845,490	-	3,845,490	(44,200)	-1.1%	(44,200)	-1.1%
Total Legislative & Planning Services	3,256,054	3,434,796	3,889,690	3,382,690	3,845,490	-	3,845,490	(44,200)	-1.1%	(44,200)	-1.1%
Non-Program Items & Fiscal Transactions:											
Supplementary Tax Revenue	(8,159,237)	(7,876,455)	(6,500,000)	(6,500,000)	(6,500,000)	-	(6,500,000)	-	0.0%	-	0.0%
Other Tax Revenue	(5,222,163)	(4,627,509)	(4,400,000)	(4,400,000)	(4,400,000)	-	(4,400,000)	-	0.0%	-	0.0%
Tax Write-Off Provision	2,099,828	2,829,244	4,700,000	4,700,000	4,700,000	-	4,700,000	-	0.0%	-	0.0%
Tax Policy Expenditures	1,247,208	852,651	548,000	548,000	548,000	-	548,000	-	0.0%	-	0.0%
Assessment Services	9,287,898	9,572,275	9,889,100	9,831,100	9,913,700	-	9,913,700	24,600	0.2%	24,600	0.2%
Provincial Offences Act	(3,037,597)	(2,334,342)	(2,327,852)	(2,327,852)	(2,327,852)	-	(2,327,852)	-	0.0%	-	0.0%
Net Interest Earnings	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	-	(7,750,800)	-	0.0%	-	0.0%
General Expenditures	36,267,734	38,330,362	33,542,340	33,641,340	31,341,015	1,389,154	32,730,169	(2,201,325)	-6.6%	(812,171)	-2.4%
Governance Chargeback	-	-	-	-	4,674,438	674,500	5,348,938	4,674,438		5,348,938	
Total Non-Prog Items & Fiscal Transactions	24,732,873	28,995,426	27,700,788	27,741,788	30,198,501	2,063,654	32,262,155	2,497,713	9.0%	4,561,367	16.5%
Boards & Agencies:											
Conservation Authorities	9,167,659	9,593,615	9,772,316	9,772,316	10,086,073	-	10,086,073	313,757	3.2%	313,757	3.2%
Royal Botanical Gardens	771,329	786,756	802,491	802,491	818,541	-	818,541	16,050	2.0%	16,050	2.0%
North Halton Mental Health Clinic	-	978,757	1,213,300	1,019,300	1,224,700	-	1,224,700	11,400	0.9%	11,400	0.9%
Total Boards and Agencies	9,938,988	11,359,128	11,788,107	11,594,107	12,129,314	-	12,129,314	341,207	2.9%	341,207	2.9%
Total Administration & Finance	36,696,860	42,939,795	43,378,585	42,529,585	46,173,305	2,063,654	48,236,959	2,794,720	6.4%	4,858,374	11.2%
Net Regional Impact Expenditure	\$ 455,276,690	\$ 468,823,124	\$ 490,803,549	\$ 495,593,549	\$ 501,625,519	\$ 4,962,317	\$ 506,587,836	\$ 10,821,970	2.2%	\$ 15,784,287	3.2%
Halton Regional Police Service:											
Halton Regional Police Service	150,070,809	155,383,287	161,974,623	161,484,623	167,187,431	1,644,782	168,832,213	5,212,808	3.2%	6,857,590	4.2%
Total Halton Regional Police Service	150,070,809	155,383,287	161,974,623	161,484,623	167,187,431	1,644,782	168,832,213	5,212,808	3.2%	6,857,590	4.2%
Net Regional Levy & Rate Requirement	\$ 605,347,500	\$ 624,206,411	\$ 652,778,173	\$ 657,078,172	\$ 668,812,950	\$ 6,607,099	\$ 675,420,049	\$ 16,034,778	2.5%	\$ 22,641,877	3.5%

Schedule may not add due to rounding

Corporate Administration Costs

In accordance with MBNCanada, the Region allocates corporate support costs to program delivery departments. This table includes details of the Corporate Administration expenditures that are reallocated through corporate support.

Net Dollars	Total Expenditures					Allocated Recoveries & External Revenues					Net Expenditures / Corporate Support				
	2019 Actuals	2020 Approved Budget	2021 Requested Budget	Change 2021 Requested / 2020 Approved		2019 Actuals	2020 Approved Budget	2021 Requested Budget	Change 2021 Requested / 2020 Approved		2019 Actuals	2020 Approved Budget	2021 Requested Budget	Change 2021 Requested / 2020 Approved	
Finance															
Budgets & Tax Policy	\$ 2,498,236	\$ 2,745,999	\$ 2,758,470	\$ 12,471	0.5%	\$ (1,617,357)	\$ (1,682,297)	\$ (1,694,885)	\$ (12,588)	0.7%	\$ 880,879	\$ 1,063,702	\$ 1,063,584	\$ (118)	0.0%
Capital & Development Financing	2,518,199	2,873,810	2,885,996	12,187	0.4%	(2,232,706)	(2,405,535)	(2,456,462)	(50,927)	2.1%	285,493	468,275	429,534	(38,740)	-8.3%
Financial Services & Payroll	4,283,624	4,575,529	4,608,154	32,625	0.7%	(688,349)	(761,014)	(767,190)	(6,176)	0.8%	3,595,275	3,814,515	3,840,964	26,449	0.7%
Supply Chain Management	2,635,140	3,124,896	3,302,469	177,572	5.7%	(1,088,463)	(1,210,814)	(1,261,240)	(50,426)	4.2%	1,546,677	1,914,082	2,041,229	127,146	6.6%
Total Finance	11,935,200	13,320,234	13,555,088	234,854	1.8%	(5,626,875)	(6,059,660)	(6,179,777)	(120,118)	2.0%	6,308,324	7,260,574	7,375,311	114,737	1.6%
Strategic Transformation Group															
Business Transformation	2,475,290	2,960,909	3,337,664	376,755	12.7%	-	-	-	-	0.0%	2,475,290	2,960,909	3,337,664	376,755	12.7%
Communications & Customer Service	5,761,367	6,455,513	6,559,560	104,047	1.6%	(11,370)	(254,666)	(19,682)	234,984	-92.3%	5,749,997	6,200,847	6,539,878	339,031	5.5%
Energy, Fleet and Facilities	22,776,298	23,511,469	25,042,528	1,531,060	6.5%	(12,210,924)	(12,637,346)	(13,762,242)	(1,124,896)	8.9%	10,565,374	10,874,123	11,280,286	406,163	3.7%
Information Technology	15,444,098	16,256,715	17,386,677	1,129,961	7.0%	(2,911,081)	(3,053,849)	(3,442,711)	(388,862)	12.7%	12,533,017	13,202,866	13,943,966	741,100	5.6%
Total Strategic Transformation Group	46,457,053	49,184,606	52,326,429	3,141,823	6.4%	(15,133,376)	(15,945,861)	(17,224,635)	(1,278,774)	8.0%	31,323,677	33,238,745	35,101,794	1,863,049	5.6%
Legislative & Planning Services															
Legal Services	8,293,907	8,254,649	8,869,528	614,879	7.4%	(3,658,660)	(4,317,048)	(4,896,564)	(579,516)	13.4%	4,635,247	3,937,601	3,972,964	35,363	0.9%
Total Legislative & Planning Services	8,293,907	8,254,649	8,869,528	614,879	7.4%	(3,658,660)	(4,317,048)	(4,896,564)	(579,516)	13.4%	4,635,247	3,937,601	3,972,964	35,363	0.9%
Office of the CAO															
Business Planning & Corporate Initiatives	1,220,442	1,704,498	1,706,420	1,923	0.1%	(1,034)	-	-	-	0.0%	1,219,408	1,704,498	1,706,420	1,923	0.1%
Human Resources	5,836,122	6,424,463	6,774,407	349,944	5.4%	(1,718,895)	(1,894,552)	(1,932,664)	(38,112)	2.0%	4,117,227	4,529,911	4,841,743	311,832	6.9%
Internal Audit	633,303	717,854	700,824	(17,030)	-2.4%	-	(12,000)	-	12,000	-100.0%	633,303	705,854	700,824	(5,030)	-0.7%
Strategic Policy & Government Relations	1,027,079	1,565,602	2,454,816	889,215	56.8%	-	-	(150,000)	(150,000)	0.0%	1,027,079	1,565,602	2,304,816	739,215	47.2%
Total Office of the CAO	8,716,946	10,412,416	11,636,468	1,224,052	11.8%	(1,719,929)	(1,906,552)	(2,082,664)	(176,112)	9.2%	6,997,017	8,505,864	9,553,804	1,047,940	12.3%
Office of the Chair & Regional Council															
Office of the Chair	261,678	285,921	291,051	5,130	1.8%	-	-	-	-	0.0%	261,678	285,921	291,051	5,130	1.8%
Regional Council	1,661,825	1,614,540	1,634,510	19,970	1.2%	(51,750)	(10,000)	(5,000)	5,000	-50.0%	1,610,075	1,604,540	1,629,510	24,970	1.6%
Total Office of the Chair & Reg. Council	1,923,503	1,900,461	1,925,561	25,100	1.3%	(51,750)	(10,000)	(5,000)	5,000	-50.0%	1,871,753	1,890,461	1,920,561	30,100	1.6%
Total Corporate Administration	\$ 77,326,608	\$ 83,072,366	\$ 88,313,074	\$ 5,240,708	6.3%	\$ (26,190,590)	\$ (28,239,121)	\$ (30,388,641)	\$(2,149,520)	7.6%	\$ 51,136,019	\$ 54,833,245	\$ 57,924,433	\$ 3,091,188	5.6%

Schedule may not add due to rounding

Gross Expenditures & Revenues by Program (Tax)

This table sets out the total direct costs, other expenditures, capital expenditures, which total gross expenditures, revenues and net program impact.

	Total Direct Costs				Other Expenditures				Capital Expenditures			
	2019 Actuals	2020 Approved Budget	2021 Requested Budget	Change 2021 Requested / 2020 Approved	2019 Actuals	2020 Approved Budget	2021 Requested Budget	Change 2021 Requested / 2020 Approved	2019 Actuals	2020 Approved Budget	2021 Requested Budget	Change 2021 Requested / 2020 Approved
Health												
Healthy Families	\$ 9,440,750	\$ 8,180,675	\$ 8,473,254	\$ 292,579 3.6%	\$ 2,596,869	\$ 2,477,269	\$ 2,479,117	\$ 1,848 0.1%	\$ -	\$ -	\$ -	\$ - 0.0%
Health Protection	9,458,446	8,502,157	8,714,254	212,097 2.5%	3,107,960	2,380,454	2,397,581	17,127 0.7%	11,166	11,166	11,166	- 0.0%
Healthy Schools & Communities	9,300,392	8,658,624	9,316,286	657,663 7.6%	3,042,771	1,743,828	1,852,636	108,808 6.2%	18,500	18,500	18,500	- 0.0%
Infectious Disease Control	1,993,835	6,822,662	11,043,755	4,221,093 61.9%	27,066	2,030,997	2,118,817	87,820 4.3%	-	-	-	- 0.0%
Total Public Health	30,193,423	32,164,116	37,547,549	5,383,433 75.5%	8,774,665	8,632,548	8,848,151	215,603 11.4%	29,666	29,666	29,666	- 0.0%
Paramedic Services	31,587,647	33,169,314	34,808,996	1,639,682 4.9%	5,228,859	5,833,064	5,279,368	(553,696) -9.5%	3,302,657	3,424,197	3,415,568	(8,629) -0.3%
Total Health	61,781,070	65,333,430	72,356,545	7,023,115 10.7%	14,003,524	14,465,612	14,127,519	(338,093) -2.3%	3,332,323	3,453,863	3,445,234	(8,629) -0.2%
Social & Community Services												
Children's Services	68,858,288	69,843,160	68,982,104	(861,056) -1.2%	4,829,028	3,222,011	3,252,786	30,775 1.0%	50,000	50,000	50,000	- 0.0%
Employment & Social Services	31,632,381	30,478,058	31,177,652	699,594 2.3%	2,602,800	2,828,433	2,831,743	3,310 0.1%	-	-	-	- 0.0%
Housing Services	43,777,340	43,039,613	44,889,563	1,849,950 4.3%	9,008,512	2,080,070	1,752,955	(327,115) -15.7%	7,800,000	6,900,000	6,500,000	(400,000) -5.8%
Human Services Planning & Program Support	5,880,035	7,024,100	7,528,252	504,152 7.2%	881,809	912,710	852,339	(60,371) -6.6%	-	-	-	- 0.0%
Services for Seniors	58,051,725	57,443,704	62,589,456	5,145,752 9.0%	10,893,286	11,353,909	8,557,357	(2,796,552) -24.6%	2,082,123	2,234,323	2,234,323	- 0.0%
Total Social & Community Services	208,199,768	207,828,635	215,167,028	7,338,393 3.5%	28,215,434	20,397,133	17,247,180	(3,149,953) -15.4%	9,932,123	9,184,323	8,784,323	(400,000) -4.4%
Legislative & Planning Services												
Planning Services	5,935,261	7,182,058	7,297,726	115,668 1.6%	3,443,865	3,654,953	3,704,408	49,455 1.4%	3,379,305	2,165,250	2,307,250	142,000 6.6%
Economic Development	2,509,767	2,917,060	2,931,569	14,509 0.5%	1,105,684	1,230,346	1,133,443	(96,903) -7.9%	-	-	18,500	18,500 0.0%
Legal Services	8,227,407	8,200,843	8,815,213	614,370 7.5%	(7,106,596)	(7,976,898)	(8,587,343)	(610,445) 7.7%	-	-	-	- 0.0%
Total Legislative & Planning Services	16,672,434	18,299,961	19,044,508	744,547 4.1%	(2,557,047)	(3,091,599)	(3,749,492)	(657,893) 21.3%	3,379,305	2,165,250	2,325,750	160,500 7.4%
Public Works - Tax												
Waste Management	38,878,230	40,242,701	40,739,863	497,162 1.2%	5,137,920	4,979,557	4,421,624	(557,933) -11.2%	6,907,005	7,024,486	7,208,525	184,039 2.6%
Road Operations	16,218,482	16,763,565	17,664,994	901,429 5.4%	3,449,304	3,803,828	3,678,872	(124,956) -3.3%	36,068,191	36,893,916	37,144,659	250,743 0.7%
Total Public Works - Tax	55,096,712	57,006,266	58,404,857	1,398,591 2.5%	8,587,224	8,783,385	8,100,495	(682,889) -7.8%	42,975,196	43,918,402	44,353,184	434,782 1.0%
Finance												
Budgets & Tax Policy	2,506,431	2,751,620	2,763,732	12,112 0.4%	(2,633,726)	(2,751,620)	(2,763,732)	(12,112) 0.4%	-	-	-	- 0.0%
Capital & Development Financing	2,508,679	2,821,558	2,833,834	12,276 0.4%	(2,212,246)	(2,229,558)	(2,241,834)	(12,276) 0.6%	-	-	-	- 0.0%
Financial Services & Payroll	4,278,257	4,581,476	4,613,751	32,274 0.7%	(4,016,557)	(4,458,226)	(4,490,501)	(32,275) 0.7%	-	-	-	- 0.0%
Supply Chain Management	2,434,545	2,885,725	3,036,512	150,788 5.2%	(2,626,243)	(2,851,125)	(3,001,912)	(150,788) 5.3%	-	-	-	- 0.0%
Total Finance	\$ 11,727,911	\$ 13,040,379	\$ 13,247,829	\$ 207,450 1.6%	\$ (11,488,772)	\$ (12,290,529)	\$ (12,497,979)	\$ (207,450) 1.7%	\$ -	\$ -	\$ -	\$ - 0.0%

Schedule may not add due to rounding

	Total Direct Costs					Other Expenditures					Capital Expenditures				
	2019 Actuals	2020 Approved Budget	2021 Requested Budget	Change		2019 Actuals	2020 Approved Budget	2021 Requested Budget	Change		2019 Actuals	2020 Approved Budget	2021 Requested Budget	Change	
				2021 Requested / 2020 Approved					2021 Requested / 2020 Approved					2021 Requested / 2020 Approved	
Office of the CAO															
Business Planning & Corporate Initiatives	1,343,524	1,873,656	1,843,809	(29,847)	-1.6%	(1,645,915)	(1,873,656)	(1,843,809)	29,847	-1.6%	-	-	-	-	0.0%
Human Resources	5,326,410	6,018,591	6,389,623	371,032	6.2%	(5,747,510)	(6,018,591)	(6,389,623)	(371,032)	6.2%	-	-	-	-	0.0%
Internal Audit	694,959	788,530	758,757	(29,773)	-3.8%	(740,015)	(788,530)	(758,757)	29,773	-3.8%	-	-	-	-	0.0%
Strategic Policy & Government Relations	1,162,745	1,723,385	2,634,525	911,140	52.9%	(1,415,961)	(1,723,385)	(2,634,525)	(911,140)	52.9%	-	-	-	-	0.0%
Total Office of the CAO	8,527,638	10,404,162	11,626,714	1,222,552	11.8%	(9,549,401)	(10,404,162)	(11,626,714)	(1,222,552)	11.8%	-	-	-	-	0.0%
Strategic Transformation Group															
Business Transformation	1,700,101	2,958,781	3,337,443	378,662	12.8%	(1,711,058)	(2,958,781)	(3,337,443)	(378,662)	12.8%	-	-	-	-	0.0%
Communications & Customer Service	5,689,393	6,456,272	6,559,458	103,186	1.6%	(5,957,260)	(6,436,976)	(6,539,776)	(102,800)	1.6%	-	-	-	-	0.0%
Energy, Fleet & Facilities	16,754,964	17,547,183	18,774,456	1,227,274	7.0%	(18,027,523)	(19,254,529)	(20,660,965)	(1,406,436)	7.3%	4,119,139	4,262,063	4,452,063	190,000	4.5%
Information Technology	11,154,086	12,357,404	13,224,375	866,971	7.0%	(14,296,802)	(15,727,166)	(16,797,279)	(1,070,113)	6.8%	3,308,821	3,608,562	3,838,791	230,229	6.4%
Total Strategic Transformation Group	35,298,544	39,319,639	41,895,732	2,576,093	6.6%	(39,992,643)	(44,377,451)	(47,335,463)	(2,958,012)	6.7%	7,427,960	7,870,625	8,290,854	420,229	5.3%
Office of the Chair & Regional Council															
Office of the Chair	252,433	276,691	281,770	5,079	1.8%	(272,141)	(276,691)	(281,770)	(5,079)	1.8%	-	-	-	-	0.0%
Regional Council	1,661,182	1,614,540	1,634,510	19,970	1.2%	(1,600,607)	(1,614,540)	(1,634,510)	(19,970)	1.2%	-	-	-	-	0.0%
Total Office of the Chair & Reg. Council	1,913,615	1,891,231	1,916,280	25,049	1.3%	(1,872,748)	(1,891,231)	(1,916,280)	(25,049)	1.3%	-	-	-	-	0.0%
Boards & Agencies															
Conservation Authorities	9,593,615	9,772,316	10,086,073	313,757	3.2%	-	-	-	-	0.0%	-	-	-	-	0.0%
Royal Botanical Gardens	786,756	802,491	818,541	16,050	2.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
North Halton Mental Health Clinic	804,857	1,040,000	1,040,000	-	0.0%	173,900	173,300	184,700	11,400	6.6%	-	-	-	-	0.0%
Total Boards & Agencies	11,185,228	11,614,807	11,944,614	329,807	2.8%	173,900	173,300	184,700	11,400	6.6%	-	-	-	-	0.0%
Halton Regional Police Service															
Halton Regional Police Service	157,724,519	164,449,951	170,163,491	5,713,541	3.5%	2,390,294	1,817,886	1,970,832	152,946	8.4%	7,525,487	7,386,623	7,436,623	50,000	0.7%
Halton Regional Police Serv	157,724,519	164,449,951	170,163,491	5,713,541	3.5%	2,390,294	1,817,886	1,970,832	152,946	8.4%	7,525,487	7,386,623	7,436,623	50,000	0.7%
Non-Program Items & Fiscal Transactions															
Supplementary Tax Revenue	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Other Tax Revenue	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Tax Write-Off Provision	2,829,244	4,700,000	4,700,000	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Tax Policy Expenditures	852,651	548,000	548,000	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Assessment Services	9,572,275	9,889,100	9,913,700	24,600	0.2%	-	-	-	-	0.0%	-	-	-	-	0.0%
Provincial Offences Act Revenue	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Net Interest Earnings	10,390	-	-	-	0.0%	56,012,676	43,632,200	43,632,200	-	0.0%	-	-	-	-	0.0%
General Expenditures	2,142,170	4,403,627	5,003,627	600,000	13.6%	19,463,678	9,082,638	6,307,317	(2,775,321)	-30.6%	16,947,132	27,284,004	29,398,848	2,114,844	7.8%
Governance Chargeback	-	-	-	-	0.0%	-	-	5,348,938	5,348,938		-	-	-	-	0.0%
Total Non-Prog Items & Fiscal Transactions	15,406,729	19,540,727	20,165,327	624,600	3.2%	75,476,354	52,714,838	55,288,455	2,573,617	4.9%	16,947,132	27,284,004	29,398,848	2,114,844	7.8%
Net Regional Tax Levy	\$ 583,534,169	\$ 608,729,188	\$ 635,932,925	\$ 27,203,737	4.5%	\$ 63,386,119	\$ 26,297,181	\$ 19,793,253	\$ (6,503,928)	-24.7%	\$ 91,519,526	\$ 101,263,090	\$ 104,034,816	\$ 2,771,726	2.7%

Schedule may not add due to rounding

	Total Gross Expenditures					Total Revenue					Net Program Expenditures				
	2019 Actuals	2020 Approved Budget	2021 Requested Budget	Change		2019 Actuals	2020 Approved Budget	2021 Requested Budget	Change		2019 Actuals	2020 Approved Budget	2021 Requested Budget	Change	
				2021 Requested / 2020 Approved					2021 Requested / 2020 Approved					2021 Requested / 2020 Approved	
Health															
Healthy Families	\$ 12,037,618	\$ 10,657,944	\$ 10,952,371	\$ 294,427	2.8%	\$ (7,070,083)	\$ (6,183,891)	\$ (6,358,963)	\$ (175,072)	2.8%	\$ 4,967,535	\$ 4,474,053	\$ 4,593,408	\$ 119,355	2.7%
Health Protection	12,577,572	10,893,777	11,123,001	229,224	2.1%	(7,442,600)	(6,515,365)	(6,595,113)	(79,748)	1.2%	5,134,972	4,378,412	4,527,888	149,476	3.4%
Healthy Schools & Communities	12,361,663	10,420,952	11,187,422	766,471	7.4%	(7,479,863)	(6,649,837)	(7,187,388)	(537,551)	8.1%	4,881,800	3,771,115	4,000,034	228,920	6.1%
Infectious Disease Control	2,020,901	8,853,659	13,162,572	4,308,913	48.7%	(1,649,234)	(4,956,614)	(8,831,760)	(3,875,146)	78.2%	371,667	3,897,045	4,330,812	433,767	11.1%
Total Public Health	38,997,754	40,826,330	46,425,366	5,599,036	60.9%	(23,641,779)	(24,305,707)	(28,973,224)	(4,667,517)	90.3%	15,355,975	16,520,623	17,452,142	931,519	5.6%
Paramedic Services	40,119,163	42,426,575	43,503,932	1,077,358	2.5%	(19,262,348)	(20,067,490)	(21,021,702)	(954,212)	4.8%	20,856,814	22,359,085	22,482,230	123,146	0.6%
Total Health	79,116,917	83,252,905	89,929,298	6,676,393	8.0%	(42,904,127)	(44,373,197)	(49,994,926)	(5,621,729)	12.7%	36,212,790	38,879,708	39,934,372	1,054,664	2.7%
Social & Community Services															
Children's Services	73,737,316	73,115,171	72,284,890	(830,281)	-1.1%	(63,478,729)	(62,531,175)	(60,342,290)	2,188,885	-3.5%	10,258,587	10,583,996	11,942,600	1,358,604	12.8%
Employment & Social Services	34,235,180	33,306,491	34,009,395	702,904	2.1%	(28,073,160)	(26,387,280)	(27,041,785)	(654,505)	2.5%	6,162,020	6,919,211	6,967,610	48,399	0.7%
Housing Services	60,585,852	52,019,683	53,142,518	1,122,835	2.2%	(24,181,721)	(15,765,528)	(16,783,914)	(1,018,386)	6.5%	36,404,131	36,254,155	36,358,604	104,449	0.3%
Human Services Planning & Program Support	6,761,844	7,936,810	8,380,591	443,781	5.6%	(11,400)	-	-	-	0.0%	6,750,444	7,936,810	8,380,591	443,781	5.6%
Services for Seniors	71,027,133	71,031,936	73,381,136	2,349,200	3.3%	(52,069,353)	(51,213,954)	(53,783,132)	(2,569,178)	5.0%	18,957,780	19,817,982	19,598,004	(219,978)	-1.1%
Total Social & Community Services	246,347,325	237,410,091	241,198,531	3,788,439	1.6%	(167,814,363)	(155,897,937)	(157,951,121)	(2,053,184)	1.3%	78,532,962	81,512,154	83,247,409	1,735,255	2.1%
Legislative & Planning Services															
Planning Services	12,758,430	13,002,261	13,309,384	307,123	2.4%	(915,829)	(1,109,750)	(1,158,597)	(48,847)	4.4%	11,842,602	11,892,511	12,150,787	258,276	2.2%
Economic Development	3,615,451	4,147,406	4,083,512	(63,894)	-1.5%	(180,655)	(257,716)	(238,022)	19,694	-7.6%	3,434,796	3,889,690	3,845,490	(44,200)	-1.1%
Legal Services	1,120,811	223,945	227,870	3,925	1.8%	(114,944)	(223,945)	(227,870)	(3,925)	1.8%	1,005,867	-	-	-	0.0%
Total Legislative & Planning Services	17,494,692	17,373,612	17,620,766	247,154	1.4%	(1,211,428)	(1,591,411)	(1,624,489)	(33,078)	2.1%	16,283,265	15,782,201	15,996,277	214,076	1.4%
Public Works - Tax															
Waste Management	50,923,155	52,246,744	52,370,012	123,268	0.2%	(7,919,687)	(7,978,800)	(8,096,100)	(117,300)	1.5%	43,003,468	44,267,944	44,273,912	5,968	0.0%
Road Operations	55,735,977	57,461,309	58,488,525	1,027,216	1.8%	(563,703)	(377,720)	(484,570)	(106,850)	28.3%	55,172,274	57,083,589	58,003,954	920,366	1.6%
Total Public Works - Tax	106,659,131	109,708,053	110,858,537	1,150,484	1.0%	(8,483,390)	(8,356,520)	(8,580,670)	(224,150)	2.7%	98,175,742	101,351,533	102,277,866	926,334	0.9%
Finance															
Budgets & Tax Policy	(127,295)	-	-	-	-	-	-	-	-	0.0%	(127,295)	-	-	-	0.0%
Capital & Development Financing	296,433	592,000	592,000	-	0.0%	(436,346)	(592,000)	(592,000)	-	0.0%	(139,913)	-	-	-	0.0%
Financial Services & Payroll	261,700	123,250	123,250	-	0.0%	(195,998)	(123,250)	(123,250)	-	0.0%	65,702	-	-	-	0.0%
Supply Chain Management	(191,699)	34,600	34,600	-	0.0%	(45,720)	(34,600)	(34,600)	-	0.0%	(237,418)	-	-	-	0.0%
Total Finance	239,140	749,850	749,850	-	0.0%	(678,063)	(749,850)	(749,850)	-	0.0%	(438,924)	-	-	-	0.0%

Schedule may not add due to rounding

	Total Gross Expenditures					Total Revenue					Net Program Expenditures				
	2019 Actuals	2020 Approved Budget	2021 Requested Budget	Change		2019 Actuals	2020 Approved Budget	2021 Requested Budget	Change		2019 Actuals	2020 Approved Budget	2021 Requested Budget	Change	
				2021 Requested / 2020 Approved					2021 Requested / 2020 Approved					2021 Requested / 2020 Approved	
Office of the CAO															
Business Planning & Corporate Initiatives	(302,391)	-	-	-	0.0%	(180)	-	-	-	0.0%	(302,571)	-	-	-	0.0%
Human Resources	(421,100)	-	-	-	0.0%	-	-	-	-	0.0%	(421,100)	-	-	-	0.0%
Internal Audit	(45,056)	-	-	-	0.0%	-	-	-	-	0.0%	(45,056)	-	-	-	0.0%
Strategic Policy & Government Relations	(253,216)	-	-	-	0.0%	-	-	-	-	0.0%	(253,216)	-	-	-	0.0%
Total Office of the CAO	(1,021,763)	-	-	-	0.0%	(180)	-	-	-	0.0%	(1,021,943)	-	-	-	0.0%
Strategic Transformation Group															
Business Transformation	(10,957)	-	-	-	0.0%	-	-	-	-	0.0%	(10,957)	-	-	-	0.0%
Communications & Customer Service	(267,867)	19,296	19,682	386	2.0%	(1,909)	(19,296)	(19,682)	(386)	2.0%	(269,777)	-	-	-	0.0%
Energy, Fleet & Facilities	2,846,580	2,554,717	2,565,554	10,837	0.4%	(2,934,411)	(2,554,716)	(2,565,555)	(10,839)	0.4%	(87,830)	-	-	-	0.0%
Information Technology	166,105	238,800	265,887	27,087	11.3%	(232,964)	(238,800)	(265,886)	(27,086)	11.3%	(66,859)	-	-	-	0.0%
Total Strategic Transformation Group	2,733,861	2,812,813	2,851,123	38,310	1.4%	(3,169,284)	(2,812,812)	(2,851,123)	(38,311)	1.4%	(435,423)	-	-	-	0.0%
Office of the Chair & Regional Council															
Office of the Chair	(19,708)	-	-	-	0.0%	-	-	-	-	0.0%	(19,708)	-	-	-	0.0%
Regional Council	60,575	-	-	-	0.0%	-	-	-	-	0.0%	60,575	-	-	-	0.0%
Total Office of the Chair & Reg. Council	40,867	-	-	-	0.0%	-	-	-	-	0.0%	40,867	-	-	-	0.0%
Boards & Agencies															
Conservation Authorities	9,593,615	9,772,316	10,086,073	313,757	3.2%	-	-	-	-	0.0%	9,593,615	9,772,316	10,086,073	313,757	3.2%
Royal Botanical Gardens	786,756	802,491	818,541	16,050	2.0%	-	-	-	-	0.0%	786,756	802,491	818,541	16,050	2.0%
North Halton Mental Health Clinic	978,757	1,213,300	1,224,700	11,400	0.9%	-	-	-	-	0.0%	978,757	1,213,300	1,224,700	11,400	0.9%
Total Boards & Agencies	11,359,128	11,788,107	12,129,314	341,207	2.9%	-	-	-	-	0.0%	11,359,128	11,788,107	12,129,314	341,207	2.9%
Halton Regional Police Service															
Halton Regional Police Service	167,640,300	173,654,460	179,570,946	5,916,487	3.4%	(12,257,013)	(11,679,836)	(10,738,733)	941,103	-8.1%	155,383,287	161,974,623	168,832,213	6,857,590	4.2%
Halton Regional Police Servic	167,640,300	173,654,460	179,570,946	5,916,487	3.4%	(12,257,013)	(11,679,836)	(10,738,733)	941,103	-8.1%	155,383,287	161,974,623	168,832,213	6,857,590	4.2%
Non-Program Items & Fiscal Transactions															
Supplementary Tax Revenue	-	-	-	-	0.0%	(7,876,455)	(6,500,000)	(6,500,000)	-	0.0%	(7,876,455)	(6,500,000)	(6,500,000)	-	0.0%
Other Tax Revenue	-	-	-	-	0.0%	(4,627,509)	(4,400,000)	(4,400,000)	-	0.0%	(4,627,509)	(4,400,000)	(4,400,000)	-	0.0%
Tax Write-Off Provision	2,829,244	4,700,000	4,700,000	-	0.0%	-	-	-	-	0.0%	2,829,244	4,700,000	4,700,000	-	0.0%
Tax Policy Expenditures	852,651	548,000	548,000	-	0.0%	-	-	-	-	0.0%	852,651	548,000	548,000	-	0.0%
Assessment Services	9,572,275	9,889,100	9,913,700	24,600	0.2%	-	-	-	-	0.0%	9,572,275	9,889,100	9,913,700	24,600	0.2%
Provincial Offences Act Revenue	-	-	-	-	0.0%	(2,334,342)	(2,327,852)	(2,327,852)	-	0.0%	(2,334,342)	(2,327,852)	(2,327,852)	-	0.0%
Net Interest Earnings	56,023,066	43,632,200	43,632,200	-	0.0%	(63,773,867)	(51,383,000)	(51,383,000)	-	0.0%	(7,750,801)	(7,750,800)	(7,750,800)	-	0.0%
General Expenditures	38,552,980	40,770,269	40,709,792	(60,477)	-0.1%	(222,618)	(7,227,929)	(7,979,623)	(751,694)	10.4%	38,330,362	33,542,340	32,730,169	(812,171)	-2.4%
Governance Chargeback	-	-	5,348,938	5,348,938		-	-	-	-	0.0%	-	-	5,348,938	5,348,938	
Total Non-Prog Items & Fiscal Transactions	107,830,216	99,539,569	104,852,630	5,313,061	5.3%	(78,834,791)	(71,838,781)	(72,590,475)	(751,694)	1.0%	28,995,425	27,700,788	32,262,155	4,561,367	16.5%
Net Regional Tax Levy	\$ 738,439,814	\$ 736,289,460	\$ 759,760,994	\$ 23,471,535	3.2%	\$(315,352,638)	\$(297,300,345)	\$(305,081,388)	\$ (7,781,043)	2.6%	\$ 423,087,176	\$ 438,989,114	\$ 454,679,607	\$ 15,690,493	3.6%

Schedule may not add due to rounding

Rate-Supported Budget Summary

	2018	2019	2020		2021			Change in Budget				
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2021 Base / 2020 Approved		2021 Requested / 2020 Approved		
Rate Supported Services												
Treatment	\$ 66,875,886	\$ 66,601,740	\$ 69,816,521	\$ 68,036,521	\$ 69,483,052	\$ -	\$ 69,483,052	\$ (333,469)	-0.5%	\$ (333,469)	-0.5%	
System Services	51,729,034	47,984,601	52,303,782	51,703,782	53,872,983	120,590	53,993,572	1,569,201	3.0%	1,689,791	3.2%	
Infrastructure Planning & Policy	3,011,430	3,216,628	3,426,701	2,999,201	3,540,506	-	3,540,506	113,804	3.3%	113,804	3.3%	
Engineering & Construction	10,338,917	11,486,745	13,845,613	12,549,128	14,071,046	676,735	14,747,781	225,433	1.6%	902,168	6.5%	
Public Works Administration	463,835	514,494	470,900	753,400	478,700	-	478,700	7,800	1.7%	7,800	1.7%	
Recoveries from Capital Projects	(16,592,517)	(17,932,942)	(20,923,676)	(19,627,191)	(21,355,739)	(676,735)	(22,032,474)	(432,064)	2.1%	(1,108,799)	5.3%	
Gross Operating Expenditures	115,826,583	111,871,267	118,939,840	116,414,840	120,090,546	120,590	120,211,136	1,150,706	1.0%	1,271,296	1.1%	
Capital Expenses												
Debt Charges	27,656,662	25,701,327	24,288,661	24,288,661	21,888,783	-	21,888,783	(2,399,878)	-9.9%	(2,399,878)	-9.9%	
Transfers to Reserve	72,153,666	79,900,980	87,168,772	87,168,772	95,208,062	-	95,208,062	8,039,290	9.2%	8,039,290	9.2%	
Transfers to Vehicle Reserve	1,420,800	1,456,300	1,492,700	1,492,700	1,530,000	-	1,530,000	37,300	2.5%	37,300	2.5%	
Transfers to Gas Tax Reserve	9,482,000	9,482,000	9,482,000	9,482,000	9,482,000	-	9,482,000	-	0.0%	-	0.0%	
Transfers from Reserve	(9,906,002)	(9,903,668)	(9,898,970)	(9,898,970)	(9,891,670)	-	(9,891,670)	7,300	-0.1%	7,300	-0.1%	
Capital Expenditures	100,807,126	106,636,939	112,533,163	112,533,163	118,217,174	-	118,217,174	5,684,011	5.1%	5,684,011	5.1%	
Total Gross Expenditures	216,633,709	218,508,206	231,473,003	228,948,003	238,307,720	120,590	238,428,310	6,834,717	3.0%	6,955,307	3.0%	
Subsidy Revenue	(10,343,233)	(9,482,000)	(9,482,000)	(9,482,000)	(9,482,000)	-	(9,482,000)	-	0.0%	-	0.0%	
Other Revenues												
Bulk Water Charges	(566,261)	(721,472)	(778,800)	(778,800)	(750,000)	-	(750,000)	28,800	-3.7%	28,800	-3.7%	
Fees for Service	(2,771,019)	(2,605,084)	(2,671,273)	(2,671,273)	(2,703,996)	-	(2,703,996)	(32,723)	1.2%	(32,723)	1.2%	
Sewer Discharge Agreements	(1,127,892)	(963,416)	(1,134,872)	(1,134,872)	(1,134,872)	-	(1,134,872)	-	0.0%	-	0.0%	
Interest Earnings	(3,617,000)	(3,617,000)	(3,617,000)	(3,617,000)	(3,617,000)	-	(3,617,000)	-	0.0%	-	0.0%	
Total Revenue	(18,425,405)	(17,388,972)	(17,683,945)	(17,683,945)	(17,687,868)	-	(17,687,868)	(3,923)	0.0%	(3,923)	0.0%	
Net Program Impact	\$ 198,208,305	\$ 201,119,235	\$ 213,789,058	\$ 211,264,058	\$ 220,619,852	\$ 120,590	\$ 220,740,442	\$ 6,830,794	3.2%	\$ 6,951,384	3.3%	
Growth Impact:												
Customer Growth (1.5%)										(1,372,917)	-0.6%	
Net Increase Requirement										\$ 5,578,466	2.6%	

Schedule may not add due to rounding

Gross Expenditures & Revenues by Program (Rate)

This table sets out the total direct costs, other expenditures, capital expenditures, which total gross expenditures, revenues and net program impact.

	Total Direct Costs				Other Expenditures				Capital Expenditures			
	2019 Actual	2020 Approved Budget	2021 Requested Budget	Change in Budget 2021 Requested / 2020 Approved	2019 Actual	2020 Approved Budget	2021 Requested Budget	Change in Budget 2021 Requested / 2020 Approved	2019 Actual	2020 Approved Budget	2021 Requested Budget	Change in Budget 2021 Requested / 2020 Approved
Treatment	\$ 54,351,420	\$ 58,073,105	\$ 57,130,721	\$(942,384) -1.6%	\$ 9,613,794	\$ 8,276,769	\$ 8,792,857	\$ 516,088 6.2%	\$ -	\$ -	\$ -	\$ - 0.0%
System Services	34,283,777	38,957,545	40,053,199	1,095,654 2.8%	12,269,070	12,391,553	12,985,690	594,137 4.8%	-	-	-	- 0.0%
Infrastructure Planning & Policy	5,352,259	6,569,054	6,568,730	(324) 0.0%	(4,484,560)	(5,764,086)	(5,763,762)	324 0.0%	-	-	-	- 0.0%
Engineering & Construction	8,346,089	10,794,787	11,443,974	649,187 6.0%	(8,346,089)	(10,794,787)	(11,443,974)	(649,187) 6.0%	-	-	-	- 0.0%
Public Works Administration	5,208,350	5,670,040	5,682,197	12,157 0.2%	(4,722,844)	(5,234,140)	(5,238,497)	(4,357) 0.1%	-	-	-	- 0.0%
Capital Financing	-	-	-	- 0.0%	-	-	-	- 0.0%	106,636,939	112,533,163	118,217,174	5,684,011 5.1%
Total Water & Wastewater Systems	107,541,896	120,064,531	120,878,821	814,290 0.7%	4,329,371	(1,124,691)	(667,685)	457,005 -40.6%	106,636,939	112,533,163	118,217,174	5,684,011 5.1%
Water & Wastewater Rate Revenues												
Bulk Water Charges	-	-	-	- 0.0%	-	-	-	- 0.0%	-	-	-	- 0.0%
Gas Tax Revenues	-	-	-	- 0.0%	-	-	-	- 0.0%	-	-	-	- 0.0%
Fees for Service	-	-	-	- 0.0%	-	-	-	- 0.0%	-	-	-	- 0.0%
Sewer Discharge Agreements	-	-	-	- 0.0%	-	-	-	- 0.0%	-	-	-	- 0.0%
Interest Earnings	-	-	-	- 0.0%	-	-	-	- 0.0%	-	-	-	- 0.0%
Total Rate Revenues	-	-	-	- 0.0%	-	-	-	- 0.0%	-	-	-	- 0.0%
Total Rate Impact	\$ 107,541,896	\$ 120,064,531	\$ 120,878,821	\$ 814,290 0.7%	\$ 4,329,371	\$ (1,124,691)	\$ (667,685)	\$ 457,005 -40.6%	\$ 106,636,939	\$ 112,533,163	\$ 118,217,174	\$ 5,684,011 5.1%

Schedule may not add due to rounding

	Total Gross Expenditures				Total Revenue				Net Program Expenditures			
	2019 Actual	2020 Approved Budget	2021 Requested Budget	Change in Budget 2021 Requested / 2020 Approved	2019 Actual	2020 Approved Budget	2021 Requested Budget	Change in Budget 2021 Requested / 2020 Approved	2019 Actual	2020 Approved Budget	2021 Requested Budget	Change in Budget 2021 Requested / 2020 Approved
Treatment	\$ 63,965,214	\$ 66,349,874	\$ 65,923,579	\$(426,295) -0.6%	\$ -	\$ -	\$ -	\$ -	\$ 63,965,214	\$ 66,349,874	\$ 65,923,579	\$(426,295) -0.6%
System Services	46,552,847	51,349,099	53,038,889	1,689,791 3.3%	-	-	-	-	46,552,847	51,349,099	53,038,889	1,689,791 3.3%
Infrastructure Planning & Policy	867,699	804,968	804,968	- 0.0%	-	-	-	-	867,699	804,968	804,968	- 0.0%
Engineering & Construction	-	-	-	- 0.0%	-	-	-	-	-	-	-	- 0.0%
Public Works Administration	485,507	435,900	443,700	7,800 1.8%	-	-	-	-	485,507	435,900	443,700	7,800 1.8%
Capital Financing	106,636,939	112,533,163	118,217,174	5,684,011 5.1%	-	-	-	-	106,636,939	112,533,163	118,217,174	5,684,011 5.1%
Total Water & Wastewater Systems	218,508,206	231,473,003	238,428,310	6,955,307 3.0%	-	-	-	-	218,508,206	231,473,003	238,428,310	6,955,307 3.0%
Water & Wastewater Rate Revenues												
Subsidy Revenue	-	-	-	- 0.0%	(9,482,000)	(9,482,000)	(9,482,000)	- 0.0%	(9,482,000)	(9,482,000)	(9,482,000)	- 0.0%
Bulk Water Charges	-	-	-	- 0.0%	(721,472)	(778,800)	(750,000)	28,800 -3.7%	(721,472)	(778,800)	(750,000)	28,800 -3.7%
Fees for Service	-	-	-	- 0.0%	(2,605,084)	(2,671,273)	(2,703,996)	(32,723) 1.2%	(2,605,084)	(2,671,273)	(2,703,996)	(32,723) 1.2%
Sewer Discharge Agreements	-	-	-	- 0.0%	(963,416)	(1,134,872)	(1,134,872)	- 0.0%	(963,416)	(1,134,872)	(1,134,872)	- 0.0%
Interest Earnings	-	-	-	- 0.0%	(3,617,000)	(3,617,000)	(3,617,000)	- 0.0%	(3,617,000)	(3,617,000)	(3,617,000)	- 0.0%
Total Rate Revenues	-	-	-	- 0.0%	(17,388,972)	(17,683,945)	(17,687,868)	(3,923) 0.0%	(17,388,972)	(17,683,945)	(17,687,868)	(3,923) 0.0%
Total Rate Impact	\$ 218,508,206	\$ 231,473,003	\$ 238,428,310	\$ 6,955,307 3.0%	\$ (17,388,972)	\$ (17,683,945)	\$ (17,687,868)	\$ (3,923) 0.0%	\$ 201,119,235	\$ 213,789,058	\$ 220,740,442	\$ 6,951,384 3.3%

Schedule may not add due to rounding

Halton Region

Budget and Business Plan 2021

Policies & Procedures



Presentation of Halton Region's Financial Information

General guidelines

Halton Region prepares and presents financial statements in accordance with Generally Accepted Accounting Principles (GAAP) for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

Basis of accounting and financial reporting

Halton Region follows the full accrual basis of accounting and recognizes:

- revenues as they are earned; and
- expenditures as they are incurred and measured through the receipt of goods or services and a legal obligation to pay.

As required at year-end, revenues and expenses that have not yet been processed are recognized and then reversed in the following year when the transaction is processed. Effective January 1, 2009, Halton Region reports tangible capital assets on annual financial statements as required by Public Sector Accounting Standard 3150, Tangible Capital Assets.

Halton Region's Fund-Based budget is converted to full accrual basis accounting in the following way:

1. The Capital Fund is reported through the Tangible Capital Asset accounts in the Consolidated Statement of Financial Position.
2. Reserves and Reserve Funds are reflected in the Consolidated Statement of Financial Position as "Accumulated Surplus".
3. The Operating Fund is reflected in the Consolidated Statement of Operations (which is adjusted to reflect interest on debt only), amortization expense, gain or loss on disposal of tangible capital assets, post-employment benefits and solid waste landfill closure and post-closure expenses.



Basis of budgeting

The operating budget includes annual expenditures for personnel costs, materials and supplies, purchased services, financial and rent expenses, debt charges, reserve transfers, as well as anticipated subsidy revenue and program fees.

Halton Region's capital budget includes expenditures and financing sources to acquire, construct, upgrade and rehabilitate Regional capital assets such as Regional facilities, roads, bridges, paramedic stations, long-term care facilities and water and wastewater treatment plants, along with the water distribution and collection systems and waste management facilities. The capital budget is established on a project-by-project basis, where the costs usually span more than one fiscal year.

Regional Council approves the operating and capital budgets each year for the period of January 1 to December 31.

The *Municipal Act* requires municipalities to budget for all estimated expenses; however O. Reg. 284/09 provides an exclusion for amortization expenses, post-employment benefits expenses, and solid waste landfill closure and post-closure expenses provided the municipality prepares a report about the excluded expenses that is adopted by Council resolution. Halton Region does not budget for these expenses and satisfies the legislated reporting requirement through Council's approval of the annual consolidated financial statements.

Halton Region uses modified service-based budgeting, reflecting expenditures and revenues based on service delivery and responsibility. Halton applies the framework established by the Municipal Benchmarking Network Canada (MBNCanada) best practices in budgeting by allocating corporate support costs to service delivery departments. The use of this chargeback allocation method results in the distribution of net corporate support costs to direct service delivery areas. Program support chargebacks (Demand Driven Chargebacks) are allocated to various service areas where direct service delivery costs are accumulated based on demand/usage. Corporate management costs (Corporate Sustaining chargebacks) are also allocated to all service areas based on a pro-rata share of the three most recent years' net controllable costs. Governance costs are allocated to the budgets of both funding sources (tax and rate), however, new in 2021, the presentation of these



costs changed from being incorporated within the tax-supported program areas to being shown separately within Non-Program.

Fund structure and budgeting

Halton Region uses Fund Accounting for budgeting purposes, in which a self-balancing group of accounts is provided for each accounting entity established as the basis for recording and reporting all financial transactions. The Regional budget is composed of two primary funding sources—Tax-Supported Services and Rate-Supported Services.

Operating Fund: Activities are budgeted annually for each program based on the estimated operating costs. The factors considered in developing these budgets include inflation, growth, service quality, mandated requirements and customer needs. At the end of any given budget year as part of the year-end closing, any surplus or deficit is transferred to or from reserves and/or reserve funds in accordance with Council-approved policies, ensuring a closing balance of zero dollars in the operating fund.

Capital Fund: Capital projects can be budgeted in one year or several years depending on the requirements of the project (i.e., design, land purchase, construction, etc.). The corresponding expenditures may materialize over several years as the project is completed. Upon completion, each project is closed through a semi-annual variance closure reporting process, and any surplus or deficit is transferred to or from the appropriate reserves, reserve funds or Capital Holding Account in accordance with Council-approved policies.

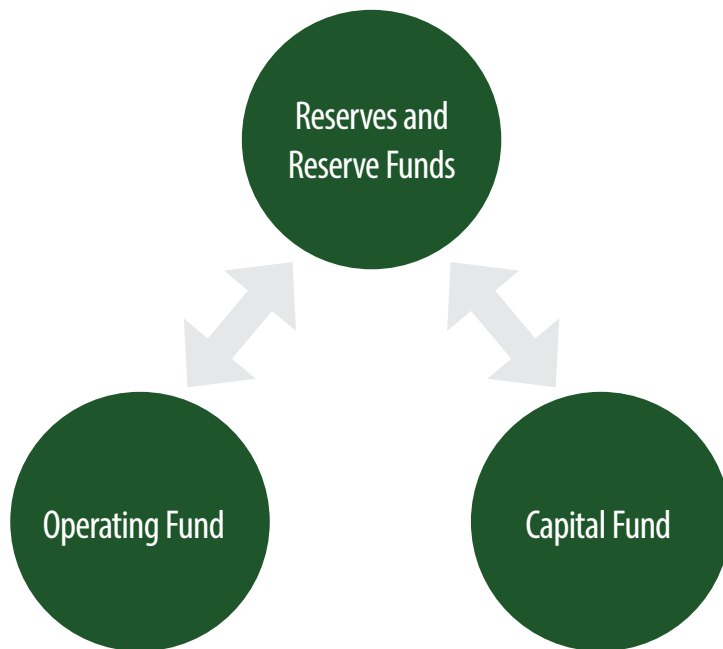
Reserves and Reserve Funds: The use of reserves is an integral part of the budget planning process and is an important financial tool in developing short- and long-term fiscal policies. Prudent use of reserves mitigates fluctuations in taxation and rate requirements and assists in stabilizing the impact of unanticipated occurrences as set out in Council Report CS-83-02, re: Regional Reserve Policy. General principles relating to the use of the reserves are set out in the front section of this document. Budgeted reserve transactions flow through either the operating or capital budgets.

Regional Council approves the creation of Reserves and Reserve Funds for specific liabilities, contingencies and other specific uses. Policies dictate the use of certain Reserve Funds for designated purposes and prevent monies from being diverted to any other use.

The Region also collects development charges (DCs) as provided for in the *Development Charges Act, 1997*. These funds are maintained in separate Reserve Funds that are restricted in use and applied to eligible growth-related capital projects in accordance with the legislation and Regional DC by-laws.

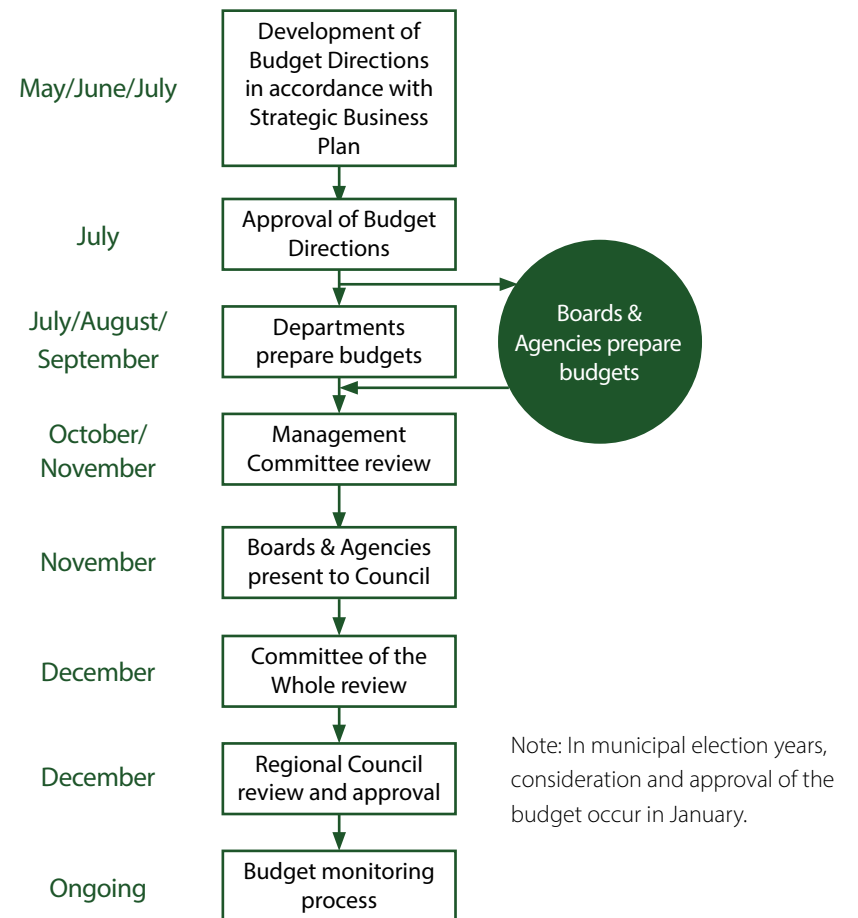
Fund relationships

The activities in the Operating and Capital Budgets are mutually exclusive. However, in some cases transactions occur between them as shown below.



Halton Region's Budget Process

As illustrated below, Halton Region's budget preparations begin in late spring. Based on a Council-approved Strategic Business Plan, the Region develops the Budget Directions Report. The Budget Directions Report is a policy document that establishes Council's program and fiscal priorities for the following year's budget, and is considered by the Committee of the Whole and Regional Council. Staff also use this as a guide in developing the following year's budget process.





Operating departments prepare their preliminary budget requests based on the Council-approved Budget Directions Report and Strategic Business Plan. Preliminary budgets are prepared by all Regional departments with the help of the Budgets & Tax Policy Division of the Region's Finance Department. Regional staff prepare an annual Budget Information Package, which recommends cost and revenue increases for various budget components (e.g., general inflation, interest, etc.). This package also includes specific technical information to assist in the budget preparation and outlines how to input information into the Region's financial system.

Departments include base budget adjustments and strategic investment requests in their preliminary budgets. Strategic investment requests are required for any significant change in direction for the program, changes to funding sources or any change in staffing levels. Preliminary budgets are reviewed by Budgets & Tax Policy Division staff, as well as the Management Committee, which is comprised of the Region's most senior staff.

Budget review meetings are held in September and October with senior staff in each department. At this time, Budgets & Tax Policy Division staff also receive budget requests from the boards and agencies funded through the property tax levy. These requests are reviewed with the consulting boards and agencies, and are then incorporated into the proposed budget.

The proposed budget document is compiled and presented to Council in late November. The Committee of the Whole reviews the document prior to Council approval in December. In an election year, the committee begins reviewing the budget in January, with adoption targeted for late January. The Committee of the Whole review provides for public participation in the budget process.

Proposed Budget: The proposed budget is prepared based on the Council approved Budget Directions Report, the most recent program pressures and economic data, and iterative refinements and reviews by the Management Committee. Operating and Capital Budgets are prepared for services funded from property taxes (Tax-Supported) and from water and wastewater utility rates (Rate-Supported).

Budget adoption: Regional Council adopts the Budget by resolution as the Region's annual Budget for the year beginning January 1 after it receives the recommendations from the Committee of the Whole.

The Committee and Council meetings are open to the public and are advertised in the local newspapers as well as on the Regional website. The following dates are for the review and consideration of the 2021 Budget and Business Plan:

November 25, 2020

- 2021 Boards & Agencies Presentations

December 9, 2020

- 2021 Budget review at Regional Council Budget Workshop

December 16, 2020

- 2021 Budget approval by Regional Council

Halton Region's Financial Policies

Balanced budget

The operating budget is balanced with revenues equal to budgeted expenditures. Any shortfall in budgeted revenues versus budgeted expenditures for a budget period will be funded by tax levies or utility rate revenues equal to the shortfall, which will result in a balanced budget.

Deficit avoidance

In accordance with the *Municipal Act*, municipalities are prohibited from budgeting for a deficit. The annual budgets continue to show fiscal restraint to meet expenditure and revenue targets. When actual revenue shortfalls or unforeseen expenditures appear to be more than temporary occurrences, both the capital and operating budgets are reviewed. Alternatives are then identified to minimize the Region's financial risks, including drawing from reserves, reallocating budgets and expenditure constraints.

Amendments to approved budget

The approved budget may be amended at the direction of Council, provided that the amount to be collected from property taxes or user rates remains unchanged. Operating budget amendments commonly occur as a result of Provincial funding initiatives for fully subsidized operating programs. The capital budget is revised in May/June after the Local Municipalities' budgets are approved in order to align Regional programs with Local Municipalities' work. The capital budget is also amended throughout the year as a result of the public tendering process which formalizes the estimated costs and related financing to undertake specific projects.

Budget monitoring and reporting

The Region uses a real-time, enterprise-wide financial system. Financial reports are available on-demand for all appropriate staff to monitor actual expenditures and revenues. Operating budget variance reports are presented annually to Council for year-to-date and year-end projections as at April 30, August 31 and December 31.



Capital budget (life-to-date) variance and project closure reports are presented twice annually as at June 30 and December 31.

Operating fund balance

Any actual surplus or deficit arising at year-end is transferred to or from a Tax or Rate Stabilization Reserve or other reserves as directed by Council. The targeted balances in the stabilization reserves are 10 per cent of total operating expenditures for tax-supported programs and 15 per cent for water and wastewater programs. These reserves are used to mitigate the effect of any large variations in major sources of revenue or expenditure. Given that personnel services account for approximately 32 per cent of the Region's total gross expenditures for all services (excluding the Halton Regional Police Service (HRPS)) any increase in staff complement must be explicitly approved by Council. New positions are approved through the Region's budget process.

Master Plans and Asset Management Plans

Master Plans support the long-term program needs for Regional services, including the Official Plan and the Asset Management Plans that ensure Regional assets are maintained in a state-of-good-repair. These plans are developed and updated regularly for specific programs, including housing, Regional facilities, Paramedic Services, transportation and water and wastewater, which then provide the basis for the annual budget and forecast requirements.

Operating budget forecasts

Operating budget forecasts are prepared and reviewed annually for each program for a 10-year period, based on recommendations included in approved Master Plans, Asset Management Plans and requirements to maintain service levels. The forecasts are designed to provide sustainable funding to maintain existing levels of service and Regional assets in a state-of-good-repair.

Capital budget forecasts

Capital budget forecasts are presented annually to forecast expenditures on a project-by-project basis. The capital 10-year forecast includes major works required to upgrade, replace or construct capital infrastructure based on Master Plans and Asset Management Plans. The ongoing maintenance of this infrastructure is included in the operating budget. Financing of the forecast capital program (Master Plans and Asset Management Plans) is undertaken at a detailed level and established as a long-term financing plan. The long-term financing plan is then reviewed and approved through the annual budget process and presented at a summary level in the budget.

Use of one-time revenues

The Region does not utilize one-time revenues for ongoing expenditures. However, one-time revenues may be used to fund non-recurring expenditures subject to Council approval. One-time revenue is transferred to the appropriate reserves in accordance with Council's direction.

User fees and alternative revenue sources

The Region establishes cost-recovery policies for user fees to determine whether fees collected are sufficient to recover the cost of providing certain goods or services. These policies determine the percentage of full-service cost to be recovered through fees. The level of cost recovery is reviewed and adjusted annually through the budget process to ensure that fees are current, equitable, competitive and sustainable.

Uses of unpredictable revenues

Certain revenues fluctuate widely year-to-year. At year-end, favourable revenue variances are transferred to the Stabilization Reserves or other reserves as approved by Council.

Use of supplementary tax revenue

Supplementary taxes are generated by property tax revenue from new assessments added in-year to the property tax roll. This revenue source is estimated annually and reflected in the Region's operating budget.

Debt capacity

The Province sets a debt capacity guideline for municipalities of 25 per cent of own revenues. The Region's own guidelines (10 per cent of gross operating expenditures) translate to approximately 13 per cent of the Region's own revenues. The current projected debt capacity for the next 10 years remains well below these targets.

Penny rounding

As the Royal Canadian Mint ceased distribution of pennies on February 4, 2013, and pennies have been withdrawn from circulation, Halton Region has adopted the Government of Canada's rounding guidelines for cash transactions.

Reserve and Reserve Funds

Halton Reserve Policy Summary (CS-83-02)

Stabilization Reserves:

Purpose	To address in-year, uncontrollable or unanticipated changes in economic conditions, funding or costs
Target	Tax stabilization 10% of gross expenditures Rate stabilization 15% of gross expenditures
Funding	Shortfalls from the target should be funded from annual operating surpluses Balances in excess of target can be used to finance one-time programs or to address deficiencies in other reserves
Authority to Access	Council authority required to access funds
Interest Allocation	No interest to be allocated to these reserves

Program-Specific Reserves:

Purpose	To fund specific programs
Target	Financial plan required for each reserve and reviewed annually
Funding	Based on a financial plan
Authority to Access	Council authority required to access funds, normally established within annual budget or specific Council resolution
Interest Allocation	No interest to be allocated to these reserves



Halton Reserve Policy Summary (CS-83-02)

Vehicle/Building and Equipment Reserves:

Purpose	To fund the maintenance and replacement of Regional assets
Target	Based on lifecycle costs of assets
Funding	Based on lifecycle costs of assets Shortfalls in funding may require funding from annual operating surpluses or transfers from other reserves
Authority to Access	Council authority required to access funds, normally established within annual budget or specific Council resolution
Interest Allocation	Interest allocation at year-end based on actual interest earnings

Capital Reserves:

Purpose	To finance the Region's capital program
Target	Based on capital programs
Funding	Annual operating budget provisions Supplementary taxes Annual operating budget surpluses
Authority to Access	Council authority required to access funds, normally established with annual budget or specific Council resolution delegating authority to staff (e.g., project closures or tender awards)
Interest Allocation	Interest allocation at year-end based on actual interest earnings

Commodity Price Hedging Policy

The goal of the Commodity Price Hedging Policy is to allow the Regional Treasurer to enter into a fixed price agreement for the future delivery of any or all portions of a commodity, when it is deemed advantageous for the Region to do so. The Treasurer must report annually on all commodity price hedging agreements in place in accordance with the *Municipal Act, 2001*, Regulation 653/05, and Halton's Commodity Price Hedging Policy as approved through Council Report No. CS-19-07.

The Region considers procuring price hedging agreements for electricity, natural gas, gasoline and diesel, as discussed below:

- Halton Region did not enter into a fixed price agreement for electricity in 2020 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 2020, approximately 32 per cent of the annual volume was purchased on contract with the remaining 68 per cent purchased at the spot market price.

- Gasoline and diesel fuel are purchased in bulk for vehicles and back-up generators through a competitive bid process. Paramedic Services uses the bulk fuel and also purchases gasoline and diesel fuel at retail outlets with procurement cards when needed. Halton Region has entered into a new four-year term contract expiring December 31, 2024 with Canada Clean Fuels to provide gasoline, diesel and biodiesel fuels.

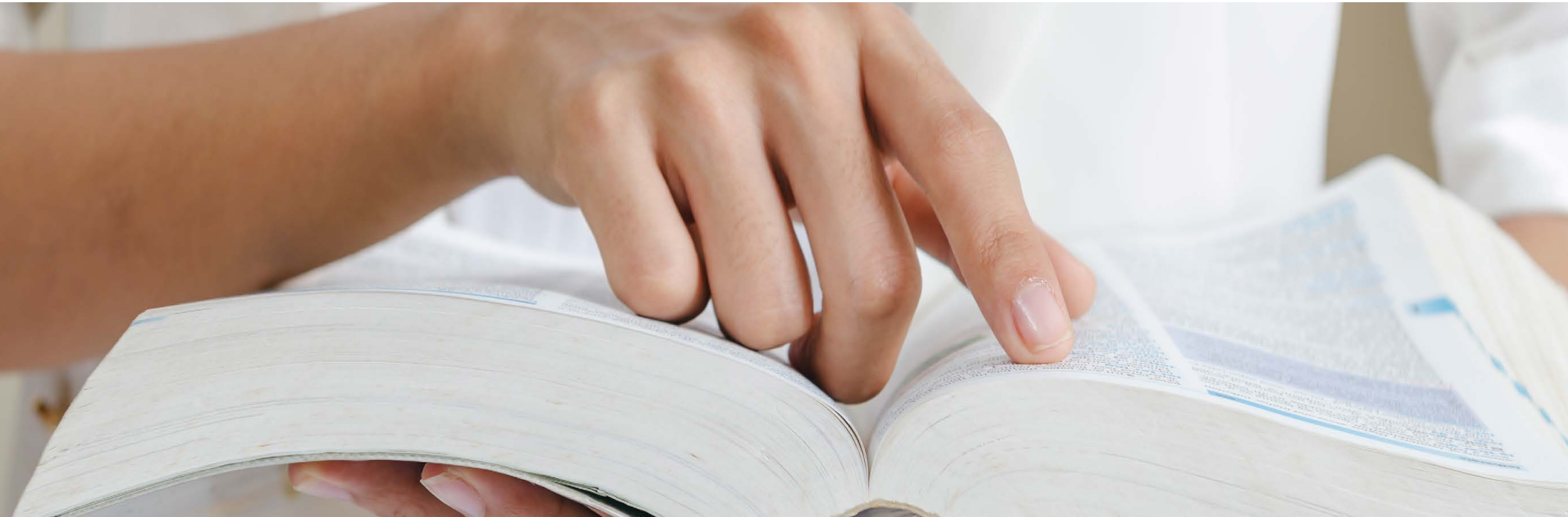
Staff will continue to work with consultants to determine the best procurement strategy by reviewing market conditions. As shown below, commodity costs have decreased for electricity mainly due to savings relating to the Industrial Conservation Initiative, which allows eligible customers to manage their global adjustment costs by reducing demand during peak periods. The decreases for natural gas and gasoline and diesel are mainly driven by price decreases.

Commodity (\$000s)	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Projected Actual	2021 Requested Budget	Changes in Budget (2021-2020)
Electricity	19,805	18,540	17,771	19,826	18,775	19,078	(748)
Natural Gas	755	761	728	940	870	869	(71)
Gasoline and Diesel	2,681	3,066	2,761	2,954	2,786	2,854	(100)

Halton Region

Budget and Business Plan 2021

Glossary



Glossary of Terms

Term	Definition
Accrual Accounting	Halton Region's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes expenses and revenues when there is a legal obligation to pay or be paid, not when cash is collected or paid. This is also the basis for developing the Region's budget.
Active Transportation	The act of travelling by means of human-powered physical exercise, such as walking or cycling.
Actual	Actual revenue and expenditures incurred, as opposed to budgeted revenues or expenditures for the fiscal year indicated.
Allocated Charges/Recoveries	Transactions related to allocating direct charges and recoveries between departments.
Allowance	A provision for an expected loss or reduction in the value of an asset in order to reduce the reported value of the asset to an amount that reflects its estimated realizable value.
Amortization	The annual expense of writing off the cost of an asset over a period of time.
Annualization	The cost of a full year of operation.
Assessment	A value that is established for real property for use as a basis for property taxes.
Base Budget	The budget required to maintain service levels as established by the previous year's budget.
Benchmarking	Determining the quality of products, services and practices by measuring critical factors (e.g., how fast or how reliable a product or service is) and comparing the results to those of highly regarded competitors.
Boards & Agencies	Autonomous bodies that receive funding from Halton Region, including the Halton Regional Police Service, Royal Botanical Gardens, Conservation Halton, Credit Valley Conservation, Grand River Conservation Authority and North Halton Mental Health Clinic.
Budget	A financial plan for a specified period of time (fiscal year) that estimates all planned revenues and expenditures for various municipal services.
Budget Book	The official written statement prepared by staff, which presents the proposed budget to Regional Council.
Budget Directions	A policy document that establishes Council's program and fiscal priorities for the following year's budget, and is considered by the Committee of the Whole and Regional Council. Regional staff also use this as a guide in developing the following year's budget process.

Term	Definition
Canadian Public Sector Accounting Standards	Authoritative standards for financial accounting and reporting developed through an organized standard-setting process and issued by the Public Sector Accounting Board (PSAB)
Canadian Union of Public Employees (CUPE)	Canada's largest union, with 700,000 members across the country. CUPE represents workers in health care, emergency services, education, early learning and childcare, municipalities, social services, libraries, utilities, transportation, airlines and more.
Capital Budget and Forecast	A plan of proposed capital expenditures to be incurred in the current year and over a period of nine future years, identifying each capital project and the method of financing.
Capital Expenditure	An expense for the acquisition, renovation, maintenance or replacement of fixed assets resulting in an extension of the asset's useful life; or an expenditure to purchase or construct a specific capital asset or project that spans more than one fiscal year, having a value of at least \$10,000. Typically, a capital expense encompasses a purchase of land and/or the construction of a building or facility.
Case Mix Index (CMI)	The Provincial measurement used for assessing the level of care required for residents at each long-term care facility, relative to the Provincial average of 100.
Complement	The total number of full-time equivalent (FTE) staff positions approved by Regional Council.
Contingency	An appropriation of funds available to mitigate unforeseen events that may occur during the fiscal year.
Corporate Sustaining Chargeback	A method that is used to allocate costs that are required for corporate management purposes, generally fixed in nature, and not directly or indirectly consumed through a service-delivery process
Current Value Assessment (CVA)	Real estate property value that is determined under the direction of the Province of Ontario as a basis for levying property taxes.
Debenture	The payment of interest and repayment of principal to holders of the Region's debt instruments.
Deficit	The excess of expenditures over revenues in a fund over an accounting period.
Demand Driven Chargeback	A method that is used to allocate costs that are required for program support purposes. An allocation driver is specified for each area of program support, with the allocation of costs based on the percentage of driver units for a program area as compared to the total driver units.
Development Charges (DCs)	Charges collected from developers that are imposed under the <i>Development Charges Act</i> when land is developed.
Development Charges By-law	By-law approved by Regional Council to authorize the amount and collection of Development Charges under the <i>Development Charges Act</i> .

Term	Definition
Expenditure	The disbursement of appropriated funds to purchase goods and/or services.
Fees and Charges	Charges for expenses incurred when services are provided to an individual or groups rather than the community at large.
Fiscal Year	The 12-month accounting period for recording financial transactions. Halton Region's fiscal year is from January 1 to December 31.
Fleet	The vehicles owned and operated by the Region, including Police
Fringe Benefits	Payment to which participants may be entitled under a plan, including pension benefits.
Full-time Equivalent (FTE)	A measure of staffing equivalent to that produced by one person working full time for one year.
Generally Accepted Accounting Principles (GAAP)	Nationally recognized uniform principles, standards and guidelines for financial accounting and reporting.
Geographic Information System (GIS)	A system that integrates existing regional graphic and tabular spatial data into a common shared database.
Government Finance Officers Association (GFOA)	A professional association of government finance officers in the United States and Canada identifying and developing financial policies and best practices through education, training, facilitation of member networking and leadership.
Grant	A monetary contribution by one governmental unit or other organization to another. The provincial and federal governments make these contributions to local governments. Halton Region provides grants to various social service agencies.
Gross Expenditures	For Regional Services, the total amount of spending required in order to continue operations and deliver services, net of any recoveries from external sources (e.g. capital, Police) and transfers from reserves. Conversely, after considering subsidies and other revenues, this amount would then be known as "Net Expenditures".
Halton Community Housing Corporation (HCHC)	A separate Regionally owned corporation that owns and manages social housing units in Halton Region. HCHC has no staff. The Region provides staff support to HCHC.
Halton Police Board	The governing body for the Halton Regional Police Service (HRPS).
Halton Region	The geographic area made up of the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville.
Halton Regional Police Service (HRPS)	A police agency that contributes to the safety and well-being of the Region's more than 595,000 residents through the provision of police services.
Inflation	A rise in price levels caused by general economic activity and growth.

Term	Definition
Investment Income	Revenue associated with the Region's cash management activities of investing cash balances.
Land Use Planning	The term given to policy that directs how the land in a community is used. The goal is to balance the needs of the people who live in the area with the needs of the environment.
Levy	Property taxation funding which is raised through taxes.
Local Municipalities	Municipalities within a region (e.g., the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville within Halton Region).
Local Planning Appeal Tribunal (LPAT)	An adjudicative tribunal that hears cases in relation to a range of land use matters, heritage conservation and municipal governance.
Management Committee	The Region's senior management team comprised of the Chief Administrative Officer (CAO) and six Commissioners.
Municipal Benchmarking Network Canada (MBNCanada)	A partnership project to encourage service excellence in municipal government. Participating municipalities work together to identify and share performance statistics and operational best practices. (Formerly Ontario Municipal CAO's Benchmarking Initiative (OMBI))
Municipal Property Assessment Corporation (MPAC)	Established by the <i>Municipal Property Assessment Corporation Act</i> , MPAC administers and determines a uniform, province-wide system of current value assessment (CVA) for all properties.
Net Expenditures	For Regional Services, the amount of spending required in order to continue operations and deliver services, net of any recoveries from external sources (e.g. capital, Police), transfers from reserves, subsidies and other revenues. In other words, the amount to be either levied from property taxes or recovered through water & wastewater rates.
Ontario Disability Support Program (ODSP)	An income redistribution program previously funded by the Province of Ontario (80%) and the Region (20%) to provide payments to individuals with disabilities who are unable to work. Municipal funding for this program was completely phased out in 2011.
Ontario Municipal Employees Retirement System (OMERS)	A local government pension plan coordinated by the Province of Ontario and funded from municipal employee and employer contributions.
Ontario Nurses' Association (ONA)	The union representing 68,000 registered nurses and health-care professionals and 18,000 nursing students providing care in hospitals, public health, community health centres, home care, family health teams, long-term care and private clinics.
Ontario Public Service Employees Union (OPSEU)	A union in Ontario for public sector workers. OPSEU has about 170,000 members across the province in hospitals, services for families and children, art galleries, ambulance services, school boards, municipal offices, mental health services, correctional services and more.
Ontario Works (OW)	A Provincial program jointly funded with, and administered by, the Region to provide social assistance to residents. The Province of Ontario fully funds the social assistance benefits.

Term	Definition
Operating Budget	The budget containing allocations for expenditures, such as salaries and wages, materials and supplies, utilities and insurance, to provide government services for the current year.
Performance Measure	Data collected to determine how effective and/or efficient a program is in achieving its objectives.
Program	A regional business unit formed to provide a specific type of service (e.g., Public Health, Waste Management).
Property Tax	A tax levied on the assessed value of real estate.
Province (“the Province”)	The Province of Ontario (the provincial government).
Provincial Offences Act (POA)	An Act that governs how charges are processed and prosecuted. It applies to all provincial statutes, as well as municipal by-laws and some minor federal contraventions. Most of the POA offences are related to the <i>Highway Traffic Act</i> , the <i>Compulsory Automobile Insurance Act</i> , the <i>Liquor Licence Act</i> or the <i>Trespass to Property Act</i> .
Public Sector Accounting Board (PSAB)	A board under the Chartered Professional Accountants of Canada, which develops standards for municipal financial reporting.
Rate-Supported Budget	Referring to the budget containing expenditures relating to the Water and Wastewater Programs that are funded through water and wastewater rates.
Regional Official Plan (ROP)	Outlines the long-term vision for Halton’s physical form and community character in accordance with the <i>Planning Act</i> .
Regional Official Plan Amendment (ROPA)	A change to the Official Plan. It could be site-specific, when an applicant wants permission for a land use in a location that conflicts with the existing plan, or it could be a policy change that affects all or part of the region.
Reserve	An allocation of accumulated net revenue. It has no reference to any specific asset and does not require the physical segregation of money or assets. An example of one of the Region’s reserves is the Tax Stabilization Reserve.
Reserve Fund	Assets segregated and restricted to meet the purpose of the reserve fund, which may be obligatory (created whenever a statute requires revenue received for special purposes to be segregated) or discretionary (created whenever a municipal council wishes to earmark revenue to finance a future project, e.g., Development Charges Reserve Funds).
Revenue	Funds that a government receives as income, including property tax payments, fines, subsidies and interest income.
Strategic Business Plan	A plan to reflect Halton Regional Council’s priorities and focus on what services are important to Halton residents, developed each new term by Council. The current plan covers the 2019 to 2022 Council term.

Term	Definition
Strategic Investments	Any proposed variation in the budgeted expenditures or revenues that are not provided for in the Base Budget, and for which separate budget disclosure is provided for Regional Council's consideration.
Supplementary Taxes	Property taxes resulting from assessment added to the tax roll after January 1 of a given tax year.
Surplus	When total revenues from current operations exceed total expenditures.
Systems Application Process (SAP)	Software used for the Region's financial and human resource information systems.
Tangible Capital Assets (TCA)	Non-financial assets with physical substance that: are held for use in the production or supply of goods and services, rental to others, administrative purposes or the development, construction, maintenance or repair of other TCA; have useful economic lives extending beyond an accounting period; are to be used on a continuing basis; and are not for sale in the ordinary course of operations.
Tax Levy	The total amount to be received by property taxes for operating and debt service purposes specified in the annual Tax Levy By-law.
Tax Rate	The actual rate of tax applied to the Current Value Assessment (CVA) to determine taxes payable.
Tax-Supported Budget	Referring to the collective budget of the Health, Social & Community Services, Planning Services, Economic Development, Waste Management, Roads Operations, Corporate Administration, Boards & Agencies and other non-program and fiscal transactions. The net expenditures of these programs are funded by property taxes.
Wastewater Treatment Plant (WWTP)	Halton Region owns and operates six Wastewater Treatment Plants that treat approximately 247,000 cubic metres of wastewater every day.
Water Purification Plant (WPP)	Halton-owned and operated state-of-the-art Water Purification Plants that deliver safe, high-quality and cost-effective drinking water.

Acronyms

Acronym	Term
AHT	Anti-Human Trafficking
ADP	Adult Day Programs
AMI	Advanced Meter Infrastructure System
ARB	Assessment Review Board
ATMP	Active Transportation Master Plan
ATMS	Advanced Traffic Management System
AWWA	American Water Works Association
BCA	Business Condition Assessment
BIA	Business Improvement Area
BILD	Building Industry and Land Development Association
BPE	Best Planning Estimates
BSO	Behavioural Supports Ontario
BUR	Burlington
CAO	Chief Administrative Officer
CBCP	Community-Based Early Years and Child Care Capital Project
CCEYA	<i>Child Care Early Years Act</i>
CH	Conservation Halton

Acronym	Term
CHAP	Community Health Assessment Program
CHPI	Community Homelessness Prevention Initiative
CHS	Comprehensive Housing Strategy
COCHI	Canada-Ontario Community Housing Initiative
COHB	Canada-Ontario Housing Benefit
CPI	Consumer Price Index
CPNP	Canada Prenatal Nutrition Program
CSWB Plan	Community Safety and Well-Being Plan
CVA	Current Value Assessment
CVC	Credit Valley Conservation
DC	Development Charge
DCA	<i>Development Charges Act</i>
DCC	Dental Care Counts
EA	Environmental Assessment
EAB	Emerald Ash Borer
EDU	Ministry of Education
GOG	General Operating Grants

Acronym	Term
GRCA	Grand River Conservation Authority
HATCH	Halton Access to Community Housing
HBHC	Healthy Babies Healthy Children
HCHC	Halton Community Housing Corporation
HFG	Home for Good
HGBC	Halton Global Business Centre
HHACT	Halton Hills - Action
HHGEO	Halton Hills - Georgetown
HHS	Halton Healthcare Services
HIP	Halton In-Situ Program
HOEP	Hourly Ontario Energy Price
HRAP	Halton Rental Assistance Program
HRC	Halton Regional Centre
HRCIF	Halton Region Community Investment Fund
HRPS	Halton Regional Police Service
HSO	Healthy Smiles Ontario
HSPPS	Human Services Planning & Program Support
HWMS	Halton Waste Management Site

Acronym	Term
IAH-E	Investment in Affordable Housing-Extension
IAH-SIF	Investment in Affordable Housing - Social Infrastructure Fund
IGMS	Integrated Growth Management Strategy
IPAC	Infection Prevention and Control
ISPA	<i>Immunization of School Pupils Act</i>
kWh	kilowatt-hour
LCC	Licensed Child Care
LDC	Local Distribution Companies
LED	Light Emitting Diode
LHCC	Licensed Home Child Care
LHIN	Local Health Integration Network
LPAT	Local Planning Appeal Tribunal
LTC	Long-Term Care
MCCSS	Ministry of Children, Community and Social Services
MFIPPA	<i>Municipal Freedom of Information and Protection of Privacy Act</i>
MIL	Milton
ML/d	Megalitres per day (one Megalitre is equivalent to one million litres)

Acronym	Term
MLTC	Ministry of Long-Term Care
MNRFC	Ministry of Natural Resources and Forestry
MOE	Ministry of the Environment
MOL	Ministry of Labour
MTCU	Ministry of Training, Colleges and Universities
NDMP	National Disaster Mitigation Program
NHMHC	North Halton Mental Health Clinic
OAK	Oakville
OKN	Our Kids Network
OPHI	Ontario Priorities Housing Initiative
OPHS	Ontario Public Health Standards
OSDCP	Ontario Seniors Dental Care Program
OW	Ontario Works
PHFAA	Public Health Funding and Accountability Agreement
PIL	Payments-In-Lieu (of taxes)
POA	<i>Provincial Offences Act</i>
PPE	Personal Protective Equipment
PQI	Pavement Quality Index
RBG	Royal Botanical Gardens

Acronym	Term
RCCC	Regional Child Care Centre
RCM	Reliability Centred Maintenance
RGI	Rent-Geared-To-Income
ROP	Regional Official Plan
ROW	Rights Of Way (taxes)
SCADA	Supervisory Control and Data Acquisition
SCRS	Strong Communities Rent Supplement
SDE	Single Detached Equivalents
SFOA	<i>Smoke Free Ontario Act</i>
SPLIT	Subsidized Passes for Low Income Transit
STI	Sexually Transmitted Infection
TB	Tuberculosis
THRC	The Halton Resource Connection
TODS	Tourism-Oriented Destination Signage
WEG	Wage Enhancement Grant
WPP	Water Purification Plant
WWM	Wastewater Main
WWPS	Wastewater Pumping Station
WWTP	Wastewater Treatment Plant