

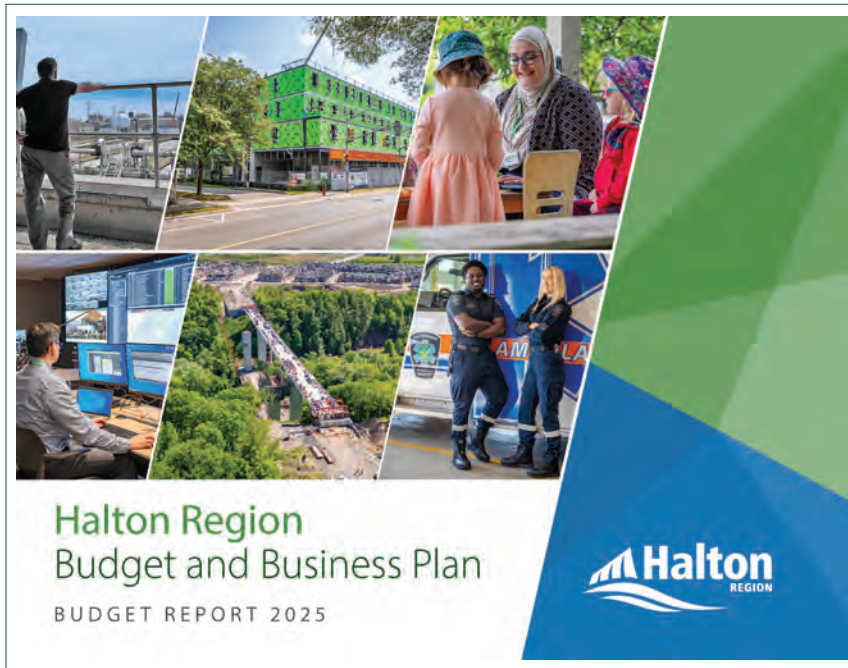


Halton Region Budget and Business Plan

BUDGET REPORT 2025



On the Cover



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

- A wastewater technician is looking at the primary settling tanks that help treat wastewater at the Skyway Wastewater Treatment Plant in Burlington.
- Construction progress at the new Seniors Supportive Housing building at 265 Kerr Street in Oakville.
- Staff support early learning at one of Halton Region's child care centres.
- A Regional staff member monitoring the Traffic Management System that helps coordinate the signals at intersections along regional roads.
- Construction progress on the road extension and new bridge crossing on Wycroft Road between Bronte Road and Burloak Drive to keep traffic moving and provide safe travel options for motorists, cyclists and pedestrians.
- Halton Region Paramedics work 24/7 to provide lifesaving emergency care to residents.

November 22, 2024

Dear Chair and Members of Regional Council,

Re: Halton Region 2025 Budget and Business Plan

We are pleased to present Halton's proposed 2025 Budget and Business Plan for consideration by Regional Council. The 2025 Budget is based on the solid financial planning principles that continue to preserve Halton's AAA/Aaa credit rating and strong long-term financial position.

This document includes both the Tax-Supported and Rate-Supported Budgets that detail the Region's planned investments for the coming year; the Executive Summary offers an overview of their combined impact. Together, these sections present a multi-year financial plan that addresses the key service priorities identified by Regional Council with a commitment to providing value for tax and rate payers. The 2025 Budget supports the strategic objectives approved by Regional Council through our 2023-2026 Strategic Business Plan, and includes priority investments to support the health and well-being of the community, while addressing the significant pressures caused by high inflation, growth and increased demand for services.

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

Council consideration of the 2025 Budget is scheduled for December 11, 2024. If you have any questions or require further information, please contact us.

Respectfully submitted,



J. E. MacCaskill
Chief Administrative Officer



C. Winslow
Commissioner of Finance and Regional Treasurer

GFOA Distinguished Budget Presentation Award

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Regional Municipality of Halton, Ontario for its Annual Budget for the fiscal year beginning January 1, 2024.

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

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



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Halton Region Budget and Business Plan

COMMUNITY PROFILE

CITY OF BURLINGTON



TOWN OF HALTON HILLS



TOWN OF MILTON



TOWN OF OAKVILLE



Welcome to Halton

Recognized for our strong economy, safe communities, green spaces and high quality of life, Halton is a great place to live, work, raise a family and retire.

Our services and high quality of life are key reasons why people and businesses continue to choose Halton. Our growing community is one of the safest and most desirable places to live in Canada. People enjoy the charm of small-town life, bustling downtown areas, scenic views of the Niagara escarpment and waterfront parks as well as our vibrant farms and markets. We are a diverse community with people from many different cultural backgrounds, traditions and religions. Together we learn from each other and embrace our shared values of respect, unity, and understanding.

As one of the fastest growing communities in Canada, Halton is expected to grow to over 1.1 million people and 500,000 jobs by 2051. Halton is an ideal place to work and do business. We are ready to deliver the services and infrastructure our

community needs now and in the future. We attract new development and business each year, thanks to easy access to major markets and a highly educated workforce.

Halton Region provides essential services, from clean drinking water and resilient infrastructure to sustainable waste collection services, public health programs and emergency services, financial and family supports, and more, that you can rely on 24/7.

Learn more about all we offer our community at [halton.ca](https://www.halton.ca).



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

650,014

2023 Population¹

78%

Post-Secondary Attainment³

13,810

Number of Employers in Halton in 2023⁴

243,500

Total Jobs in Halton in 2023⁴

\$175B

Total Taxable Weighted Assessment⁸

\$3B

Total Construction Value⁵
(Residential and Non-residential)

5.3%

Halton Unemployment Rate in 2023⁶

\$33.1B

Gross Domestic Product (GDP)⁷

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

2 Provincial Policy Statement, 2024

3 Statistics Canada Census, 2021

4 Halton Region Employment Survey, 2023

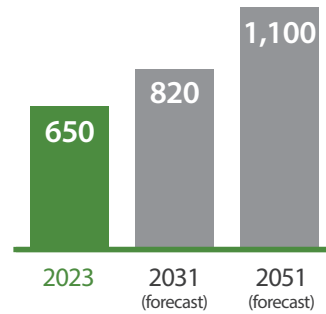
5 Statistics Canada, Building Permits Survey, 2023 Halton Region Economic Review

6 Statistics Canada Labour Force Survey, 2023 and 2023 Halton Region Economic Review

7 Conference Board of Canada, 2023

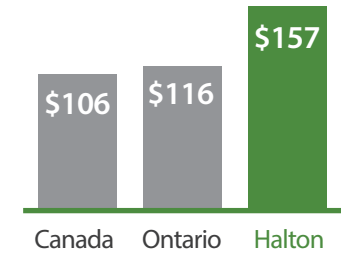
8 Report No. FN-11-24 re: "2024 Tax Policy"

Population Growth²
(thousands)



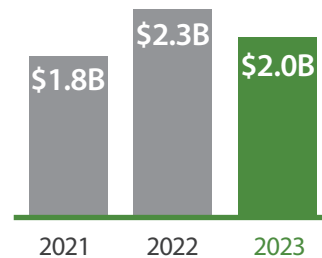
Halton is one of the fastest growing communities in Ontario. As informed by the provincial guidance, Halton is expected to grow to over 1.1 million people by 2051.²

Average Household Income³
(thousands)



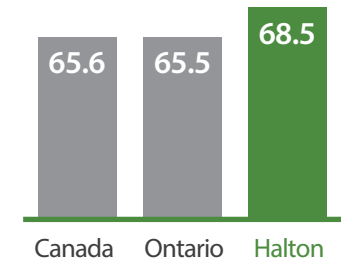
Halton Region residents have a higher average household income than residents in the rest of the province. Residents are also well educated, 78 per cent of adults have some level of post secondary education.³

Residential Construction Values⁵
(billions)



Residential development activities across Halton remained strong in 2023. The total construction value of residential building permits issued in 2023 reached almost \$2 billion, which remains above the average annual value of \$1.5 billion over the last decade.⁵

Participation Rate⁶
(per cent)



In 2023, the labour force participation rate in Halton averaged 68.5 per cent, higher than the averages provincially and nationally.⁶

Halton is a Great Place to Live



Halton is home to more than 650,000 people and 13,810 businesses in four distinct municipalities: the City of Burlington and the Towns of Halton Hills, Milton and Oakville.

On behalf of Regional Council, I am pleased to share Halton's 2025 Budget and Business Plan. This is our roadmap for keeping taxes as low as possible while investing in what matters most to our community. It also details how we will support the themes and actions in our 2023-2026 Strategic Business Plan.

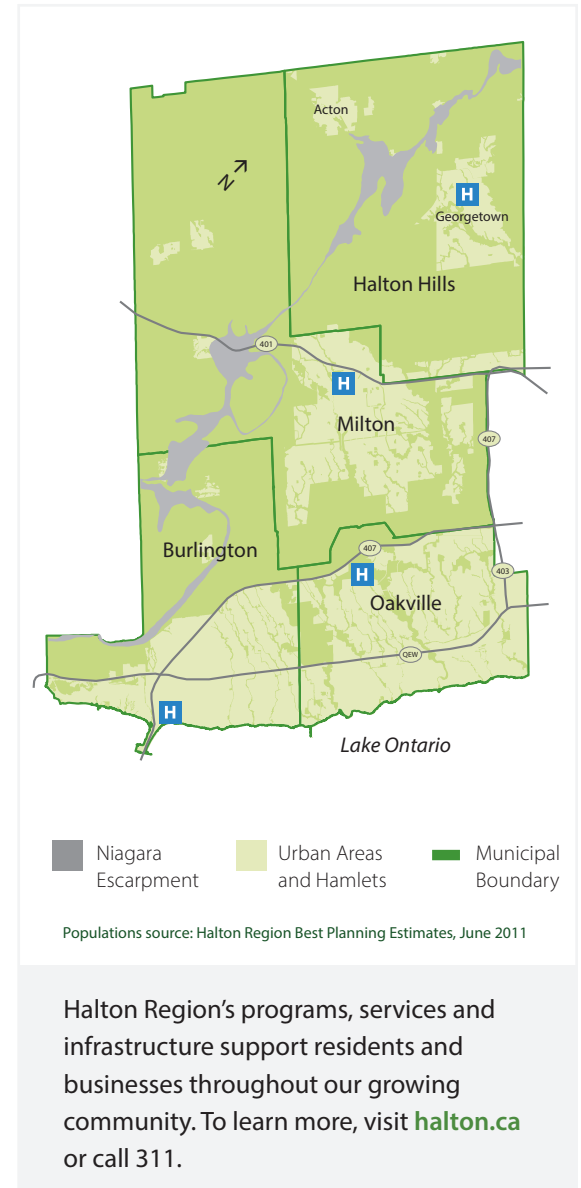
Halton is one of the fastest growing communities in Canada and we are ready to deliver the services and infrastructure our community needs now and in the future. This includes water and wastewater system capacity to support Ontario's housing targets by 2031.

Preserving our strong financial position is a top priority and ensures our residents and businesses enjoy a high quality of life supported by essential Regional programs and services. We have a proven track record of delivering and enhancing services while finding savings to ensure value for tax and rate payers. For over 30 years, our prudent, forward-looking financial planning principles have earned Halton a top credit rating, providing the Region with access to the best possible financing rates which help public funds go further when financing major infrastructure projects.

By making strategic investments and responding to community needs today, we keep Halton a great place to live, work, raise a family and retire for years to come. To learn more about Regional finances and the 2025 Budget and Business Plan, visit the Regional Finance page on [halton.ca](https://www.halton.ca).

Sincerely,

Gary Carr
Halton Regional Chair



Halton's Heritage

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

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

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

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

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

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



Historical pictures are from the Halton Heritage Services collection.

Top to bottom: **1)** Burlington: Derry Road grading by a team of horses between Appleby and Walker's Line. **2)** Halton Hills: Farming wheat, Esquesing Township. 1894. **3)** Milton: Men with a tree planting machine as part of the reforestation of the Coulson Regional Forest Tract. Canadian Champion photographer, 1960. **4)** Oakville: The Taylor Basket Factory, located at Triller Street (Lakeshore Road) and Nelson Street, circa 1900 in Bronte.

Education

Elementary and secondary schools

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

* Innovation, science, technology, engineering and mathematics
 ** Science, technology, engineering, arts and mathematics

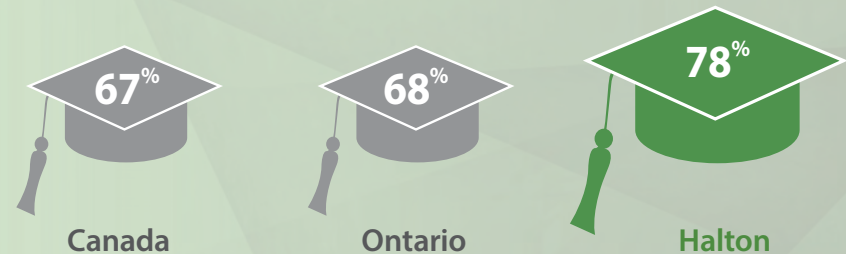
Post-secondary and continuing education

- Halton is located in the centre of an education triangle that includes more than 20 colleges and universities within an hour’s drive.
- Located in Burlington, Canada’s highly ranked McMaster University’s DeGrootte 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.
- In 2024, Wilfrid Laurier and Conestoga College opened campuses in Milton.
- Mohawk College announced plans to establish new learning hubs and campuses in Burlington.



Post-secondary Education

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



¹ Statistics Canada, 2021 Census

Hospitals

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



Halton Healthcare Services

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

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



Joseph Brant Hospital (JBH)

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

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



Physician Engagement

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

Regional Economy

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

Supporting Small Business Growth

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

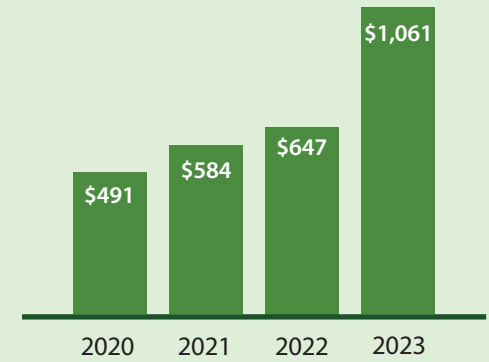
The Halton Global Business Centre program provides export development and scale-up support. Services include export counselling, market assistance, workshops, information on government programs and funding and networking opportunities.



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



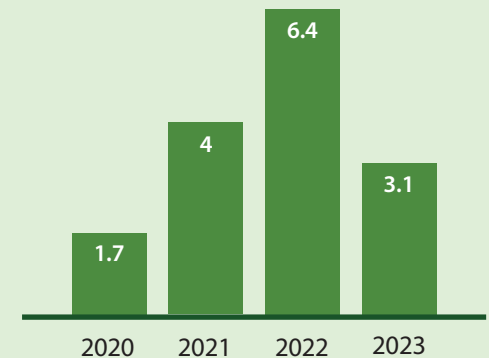
Industrial, Commercial and Institutional Development Building Permit Value (millions)¹



Between 2020 and 2023, the value of Industrial, Commercial and Institutional (ICI) building permits in Halton increased at an average annual rate of 31 per cent.

¹ Statistics Canada, Building Permits Survey

Non-Residential Total Floor Area Approved for Construction in Halton (millions Sq. Ft.)²



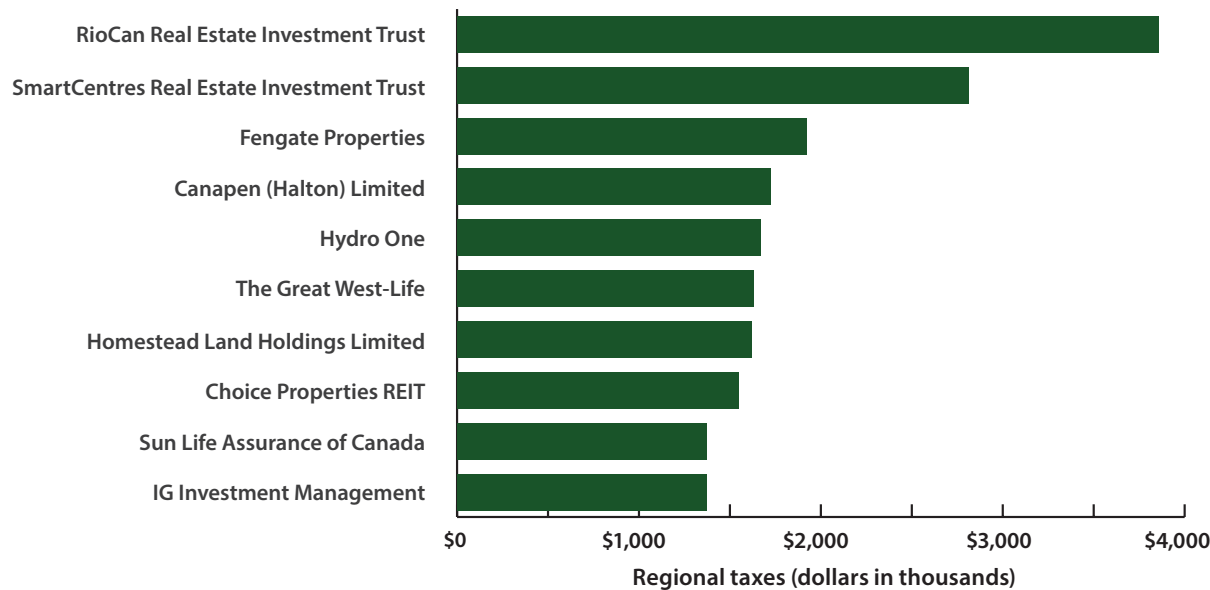
² Halton Region, Non-Residential Development Charges Database

Top 10 Private Sector Employers in Halton in 2023 (based on number of employees)

Business Name	Location	Sector
Ford Motor Company of Canada (Oakville Assembly Complex)	Oakville	Headquarters and automotive assembly (4,100+ employees)
Collins Aerospace Systems	Oakville	Aerospace parts manufacturing (1,500+ employees)
DSV Global Transport and Logistics	Milton	Distribution logistics (1,000+ employees)
Evertz Microsystems	Burlington	Electronics equipment manufacturing (1,000+ employees)
Karmax Heavy Stamping (division of Magna)	Milton	Automotive parts manufacturing (1,000+ employees)
Geotab	Oakville	Information technology and telematics (1,000+ employees)
Modatek Systems (division of Magna)	Milton	Automotive parts manufacturing (900+ employees)
Gordon Food Service	Milton	Food distribution (850+ employees)
Innomar Strategies	Oakville	Health care services and pharmaceutical (850+ employees)
Sofina Foods	Burlington	Food processing and distribution (850+ employees)

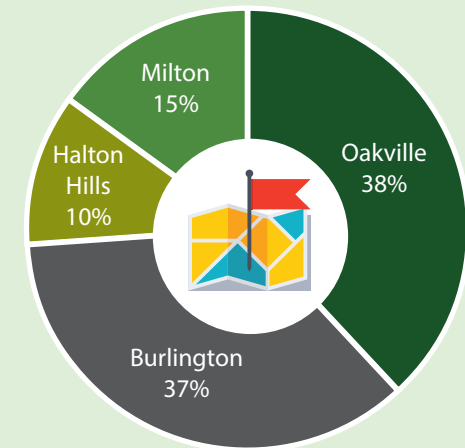
Source: Halton Region Employment Survey, 2023

Principal Corporate Taxpayers in 2023



Source: Halton Tax Analysis Web Application Interface

Distribution of Businesses in Halton by Municipality



Based on 13,810 businesses

Source: Halton Region Employment Survey, 2023

Key Sectors



2022-2026 Halton Regional Council



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

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

FRONT ROW: Cathy Duddeck, Oakville; Marianne Meed Ward, Mayor, Burlington; Ann Lawlor, Mayor, Halton Hills; Gary Carr, Regional Chair; Gordon Krantz, Mayor, Milton; Rob Burton, Mayor, Oakville; Janet Haslett-Theall, Oakville

MIDDLE ROW: Shawna Stolte, Burlington; Angelo Bentivegna, Burlington; Sameera Ali, Milton; Rick Malboeuf, Milton; Colin Best, Milton; Sammy Ijaz, Milton; Jane Fogal, Halton Hills; Rory Nisan, Burlington; Lisa Kearns, Burlington

BACK ROW: Kelvin Galbraith, Burlington; Allan Elgar, Oakville; Tom Adams, Oakville; Paul Sharman, Burlington; Jeff Knoll, Oakville; Sean O'Meara, Oakville; Clark Somerville, Halton Hills; Nav Nanda, Oakville

Halton Region Budget and Business Plan

INTRODUCTION



VIEW OF THE MAIN ENTRANCE TO HALTON REGIONAL CENTRE IN OAKVILLE

2023-2026 Strategic Business Plan

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

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

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

The four strategic themes are:



Community Well-Being

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



Infrastructure and Growth

Focuses on ensuring that the necessary infrastructure and services are in place to maintain a high quality of life as the region continues to grow.



Climate Change and the Environment

Focuses on reducing our collective carbon footprint to mitigate the impacts of climate change.

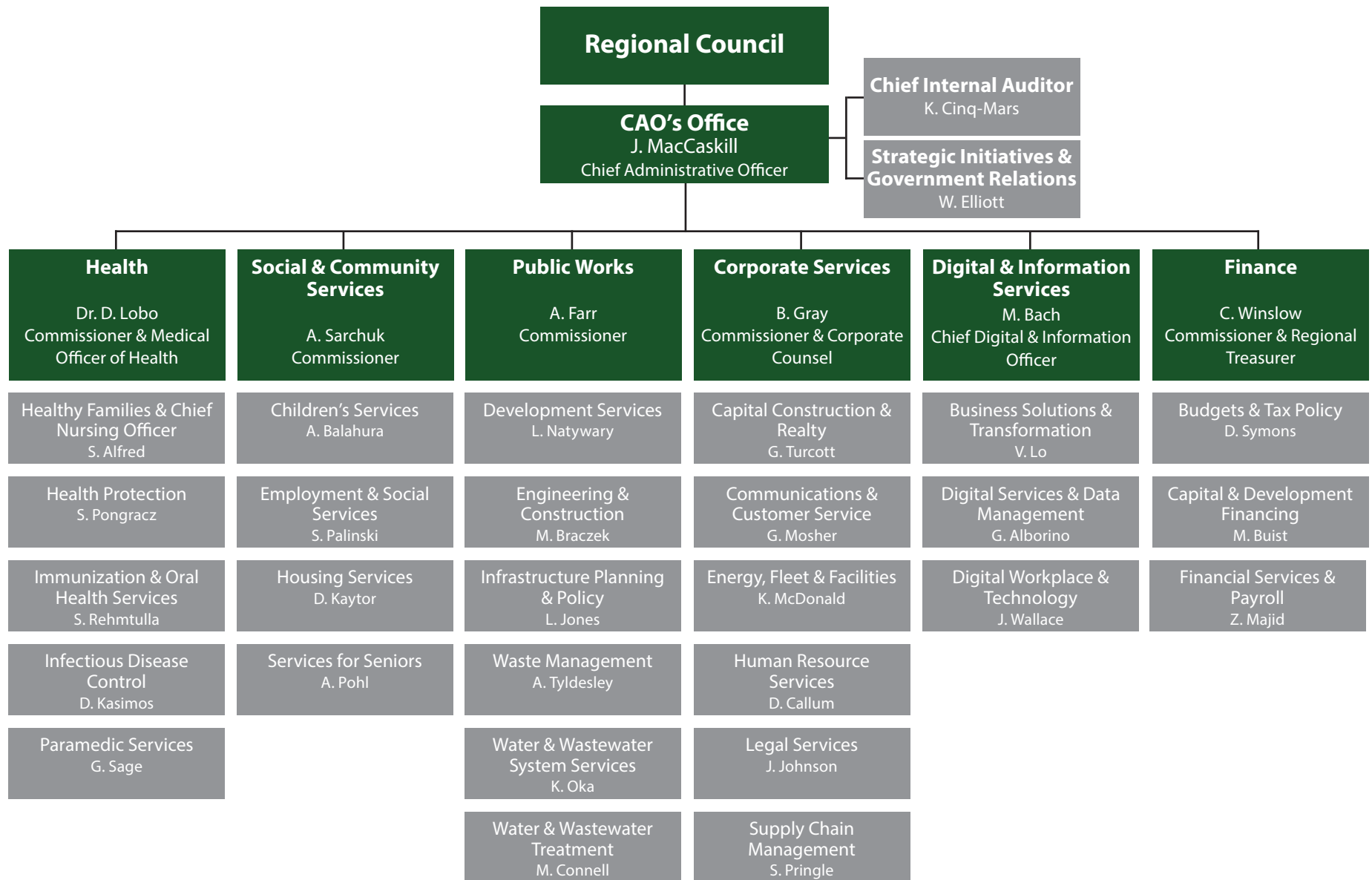


Excellence in Government

Focuses on our commitment to strong financial management, Truth and Reconciliation and being an employer of choice, as well as transforming service delivery.



Halton Region's Corporate Organization



Departments and Services

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

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

Health

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



Public Health Nurse with residents at vaccination clinic.

Highlights:



Investigated **248 enteric and respiratory outbreaks** at institutions (long-term care homes, rest and retirement homes, hospitals, group homes and corrections) in 2023.



Provided **2,427 home visits** to families through the Healthy Babies Healthy Children program in 2023.



Distributed **6,469 COVID-19 vaccine doses** and **113,410 influenza vaccine doses** to community partners in 2023.



Conducted **5,639 food safety inspections** in 2023.



Administered **37,339 doses of school-based vaccinations** during the 2022-23 school year: 17,198 doses of HPV vaccine, 12,052 doses of Hepatitis B vaccine, and 8,089 of Meningococcal vaccine.



Provided **2,860 clients** with Ontario Seniors Dental Care Program services in 2023.



Answered **54,451 paramedic calls** and transported **34,478 patients** in 2023.

Departments and Services

Social & Community Services

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

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



ECE Worker with children at Margaret Drive Child Care Centre in Oakville.

Highlights:



Provided child care fee assistance for **3,988 children** in 2023.



A total of **32,645 licensed child care spaces** in 2023.



88 per cent of eligible child care sites enrolled in the Canada-Wide Early Learning and Child Care System in 2023.



Provided financial assistance to an average **monthly Ontario Works caseload of 2,444** in 2023.



Oversaw **5,538 housing units** in 2023, of which 2,280 were directly operated by Halton Community Housing Corporation.



Developed **77 new assisted housing opportunities** in 2023, for a cumulative total of 1,258 new units since 2014.



Funded **70 community projects** and programs through the Halton Region Community Investment Fund in 2023, using one-year and multi-year funds for a total of \$4.0 million.



Provided direct care and service to older adults in 2023 through **572 beds** at Regionally operated long-term care homes.



Supported **882 residents** who applied for and received Ontario Works emergency assistance in 2023.

Departments and Services

Public Works

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

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



Landfill Technician at Halton Waste Management Site in Milton.

Highlights:



Collected and disposed of **93,014 tonnes** of residential garbage in 2023.



Treated nearly **65 million cubic metres** of water and over **97 million cubic metres** of wastewater in 2023.



Diverted **131,154 tonnes** of residential Blue Box and organic materials from the landfill in 2023.



Operated and maintained **2,402 kilometres of watermains, six bulk water stations, 23 reservoirs and storage facilities, 15 booster stations, 2,014 kilometres of wastewater mains, and 83 pumping stations** in 2023.



Maintained **1,171 paved lane kilometres** of roadway in 2023.



Maintained **92 bridges** and **246 major culverts** in 2023.



Received and processed **767 development applications** in 2023.



Operated and maintained **305 signalized intersections** and **7,249 streetlights** in 2023.



Received and participated in **275 preconsultations** for development during 2023.



Operated and maintained **12 water treatment plants** (treatment provided prior to distribution), **22 municipal wells, six wastewater treatment plants, and one biosolids facility** in 2023.

Departments and Services

Corporate Administration

Corporate Administration includes the CAO's Office (Internal Audit, Strategic Initiatives & Government Relations), Corporate Services (Capital Construction & Realty, Communications & Customer Service, Energy, Fleet & Facilities, Human Resource Services, Legal Services, Supply Chain Management), Digital & Information Services, Finance, Office of the Chair and Regional Council. These internal services provide support to the service delivery departments. The Regional Clerk provides support services to Regional Council and its Committees. Digital transformation is a key priority, as Halton Region works towards becoming a Digital First organization committed to delivering modern, accessible, high quality digital services to the residents of Halton and Regional staff.

Halton Region is committed to advancing Indigenous relationships, equity, diversity and inclusion and climate change response and mitigation.



AAA/Aaa credit rating for over 30 years

Highlights:



Development of annual **Budget and Business Plan**.



Supported **50 Regional Council and Committee meetings** through the Clerk's Office in 2023.



Awarded the **Distinguished Budget Presentation Award** for the past 20 years, with the most recent received for the 2024 Budget and Business Plan.



Received **286,071 inquiries and service requests** through Access Halton in 2023.



Achieved **AAA/Aaa credit rating**.



Supported **354 new claims** through Risk and Insurance Services in 2023.



Achieved annual property tax increase **at or below inflation**.



Completed **32,019 Facilities Services work requests** (preventative and demand) in 2023.



Awarded the **Canadian Award for Financial Reporting** for the past 17 years, with the most recent received for the 2022 Annual Financial Report.



Ongoing implementation of the 25-year Burlington Beach Waterfront Park Master Plan.



Continued advocacy to Provincial and Federal governments.



Conducted **1,339 small business consultations** in 2023.



Received **Greater Toronto's Top Employers Award**.



Held **77 small business seminars/workshops** in 2023, attended by 769 entrepreneurs and small business clients.



Recorded **2.86 million visits** to Halton's website in 2023 and operated five Regional social media channels.

Recognizing Service Excellence

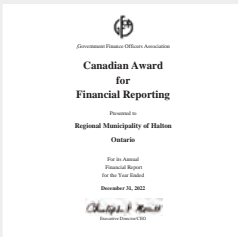
Recent Awards



Distinguished Budget Presentation Award

2024 Budget and Business Plan

The Government Finance Officers Association of the United States and Canada



Canadian Award for Financial Reporting

2022 Annual Financial Report

The Government Finance Officers Association of the United States and Canada



Greater Toronto's Top Employer Award 2024

Halton Region
Mediacorp Canada Inc.



Celebrating 50 years of Service Excellence in 2024

In 2024, Halton Region celebrated our 50th anniversary. For 50 years, we have consistently provided high-quality programs and services that positively impact our community and contribute to a better future for all.

As one of the fastest-growing communities in Canada, we are committed to delivering high-quality services efficiently and cost-effectively, giving you the best value for your taxpayer dollars. Our success results from our dedication to continuously improving how we serve this community. Because of this strong foundation, Halton will continue to thrive for many generations.



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

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

Halton Region Services

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
|  Children's services |  Paramedic services |
|  Emergency planning |  Public health |
|  Financial assistance |  Regional roads and transportation |
|  Housing services and the Halton Community Housing Corporation |  Small business services |
|  Infrastructure planning |  Waste management |
|  Infrastructure maintenance and construction |  Wastewater collection and treatment |
|  Long-term care and services for seniors |  Water purification and distribution |

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



Email accesshalton@halton.ca
or call 311

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



Property Tax Impact

The 2025 impact of Regional Services is a 2.3 per cent increase in property taxes after assessment growth, which results in a property tax increase of \$4.23 per \$100,000 CVA.

Property Tax Impact of Regional Services ¹ (per \$100,000 CVA)				
	2024 Actual	2025 Budget	\$ Change	% Change
Regional Services ¹	\$184.04	\$188.27	\$4.23	2.3%

The 2025 impact of Police Services is a 11.8 per cent increase in property taxes after assessment growth, which results in a property tax increase of \$13.77 per \$100,000 CVA.

Property Tax Impact of Police Services ¹ (per \$100,000 CVA)				
	2024 Actual	2025 Budget	\$ Change	% Change
Police Services ¹	\$116.43	\$130.20	\$13.77	11.8%

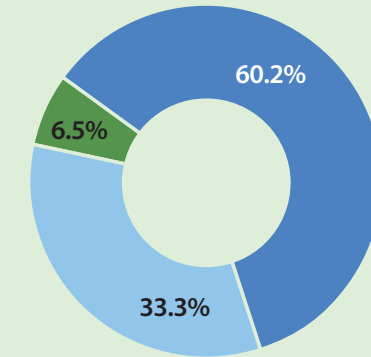
The 2025 combined impact of Regional and Police Services is a 6.0 per cent increase in property taxes after assessment growth, which results in a combined property tax increase of \$18.00 per \$100,000 CVA. Using a household with a CVA of \$500,000 as an example, the Regional tax increase combined with the Police Services tax increase for 2025 would be \$90.00. 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 \$18.00.

Property Tax Impact of Regional and Police Services ¹ (per \$100,000 CVA)				
	2024 Actual	2025 Budget	\$ Change	% Change
Regional and Police Services ¹	\$300.47	\$318.47	\$18.00	6.0%

Schedule may not add due to rounding.

¹ Based on projected 1.8 per cent assessment growth.

Average Ontario Family 2024 Tax Bill Breakdown²

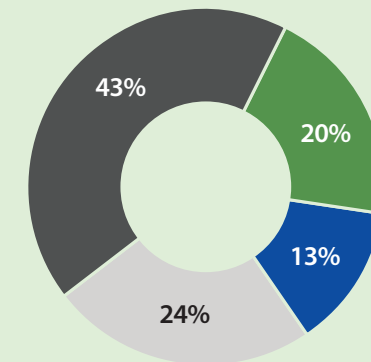


■ Federal ■ Provincial ■ Municipal

Figures may not add due to rounding.

² Fraser Institute's Canadian Tax Simulator, 2024.

Percentage Share of 2024 Halton Region Property Tax Bill



■ Local ■ Education ■ Region ■ Police

Figures may not add due to rounding.

Halton Region Budget and Business Plan

EXECUTIVE SUMMARY



Executive Summary

The 2025 Budget Report focuses on Regional Services governed by Halton Regional Council. The Halton Regional Police Service (HRPS) budget is included in some of the summary tables as the *Community Safety and Policing Act, 2019*, requires that Police Service Boards submit to Regional Council the operating and capital estimates to maintain the police service and provide it with the necessary equipment and facilities. Also included in the Regional Services budget are the municipal levy requests from Conservation Authorities, whose budgets are approved by the relevant Conservation Authority's Board.

The 2025 Budget for Regional Tax-Supported services results in a **2.3% tax increase** in the Regional share of property taxes (excluding Police Services), after assessment growth of 1.8%. 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 2025 Budget for Water and Wastewater Rate-Supported services has a **5.5% rate increase**, which is comprised of a 4.9% increase driven by capital financing required to support the State-of-Good-Repair capital program and a 0.6% increase to operate and maintain the water and wastewater system.

2025 Regional Property Tax Impact including Halton Regional Police Service

Regional property taxes fund Regional programs and services, including Social Services, Regional Road Operations, Housing Services, Waste Management, Public Health, Paramedic Services and other Regional services, as well as municipally funded services provided by the Conservation Authorities. Regional property taxes also fund Police Services. Water and Wastewater Services are not funded by property taxes. These services are fully funded by water and wastewater rates, which are billed through the four Local Hydro Distribution Companies.

The Regional 2025 Tax-Supported net expenditure budget is increasing by 4.1% and includes a 1.8% assessment growth assumption for a net tax rate increase of 2.3%. The Regional tax rate increase of 2.3% is within the guideline set out in Report No. **FN-19-24** re: "2025 Budget Directions" on July 10, 2024 of a tax increase that does not exceed 4.0%, after 1.8% assessment growth.

The 2025 Police Services budget was approved by the Halton Police Board on October 31, 2024 through Report No. P24-10-R-05 re: "2025 Funding Request & 10-Year Capital Forecast". The 2025 Budget request for Police Services reflects a net expenditure increase of 13.8% which is above the guideline provided by Regional Council of 4.8% as set out in the 2025 Budget Directions (**FN-19-24**). The increase is driven by contract-related compensation and benefit cost increases, resourcing requirements to address the policing needs of the growing region, IT hardware/software and capital financing requirements. The 2025 Budget for Police Services includes a net tax increase of **11.8%** after assessment growth.

As shown in the table below, the 2025 combined impact of Regional Services and Police Services is a 6.0% increase in property taxes, which is comprised of 2.3% for Regional Services and 11.8% for Police Services after assessment growth.

2025 Budget Combined Tax Impact			
	Net Expenditure Increase	Assessment Growth	Tax Increase
Regional Services	4.1%	1.8%	2.3%
Police Services	13.8%	1.8%	11.8%
Regional & Police Services	7.9%	1.8%	6.0%

For illustrative purposes, the property tax impact per \$100,000 current value assessment (CVA) is an increase of \$4.23 for Regional Services, and when combined with the impact for Police Services of \$13.77, the result is a combined increase of \$18.00 per \$100,000 CVA. The Regional tax increase combined with the Police Services tax increase for 2025 would be \$90.00 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 \$18.00.

Property Tax Impact of Regional Government Services (Per \$100,000 CVA)*				
	2024	2025	Change	
	Actual	Budget	\$	%
Regional Services	\$ 184.04	\$ 188.27	\$ 4.23	2.30%
Police Services	116.43	130.20	13.77	11.83%
Total Regional Taxes	\$ 300.47	\$ 318.47	\$ 18.00	5.99%

Schedule may not add due to rounding

* Based on projected 1.8% assessment growth

2025 Regional Property Tax Impact

The extended period of high inflation has had a significant impact on the cost of goods, services and construction, and continued to be a significant driver of the 2025 operating and capital budgets. Inflation has remained persistently high, above the Bank of Canada's target range of 1.0% to 3.0% for a prolonged period of time, and it will take a number of years to recover as the Region continues to face the impacts of high increases for goods and services. There is also continued pressure on programs and services resulting from growth and increased demand for services. Increased capital expenditures required to support growth are further impacted by the increased cost of construction.

The 2025 Budget continues to address pressures related to provincial funding shortfalls that require additional Regional contribution for cost-shared programs in Health and Social Services where the provincial funding received is less than the prescribed cost-share level. While additional funding was received in some program

areas, the amount that the Region contributes towards these programs in excess of our share continues to grow each year, from a total of \$14.7 million in the 2024 Budget to \$16.8 million in the 2025 Budget, as provincial funding has not kept pace with increases in costs and growth.

The 2025 Budget also continues to prioritize supporting the goals identified through the **2023-2026 Strategic Business Plan**, including advancing infrastructure to support growth, delivery of new supportive and assisted housing, enhancing paramedic response times, maintaining the state-of-good-repair of capital assets and implementation of the Digital Strategy. The 2025 Budget incorporates the latest information available while identifying risks and pressures with a conservative approach. The 2025 Budget continues to focus on core services, continuous improvement and incorporating efficiencies in all program areas to mitigate the tax impact.

While addressing these pressures and supporting critical investments, the 2025 Budget includes a tax increase of 2.3%, which is lower than the target of 4.0% set through 2025 Budget Directions as a result of service level changes primarily related to Economic Development Services, and additional provincial funding received subsequent to the approval of Budget Directions as shown in the table below:

2025 Budget Development: Tax Impact	
2025 Tax Impact Projected through 2025 Budget Directions (FN-19-24)	4.0%
Report No. CA-22-24 - Service Delivery Changes	-0.4%
Provincial Funding Changes	-1.3%
2025 Budget Tax Impact (FN-34-24)	2.3%

- As reported through Report No. **CA-22-24** re: “Updates on Service Delivery Post-Bill 23”, the 2025 Budget incorporates savings of \$1.2 million, which equates to a 0.4% tax impact, related to changes effective January 1, 2025 in Economic Development, Agricultural Sector Support Services, and the Regional Program for Community Involvement Plans.
- The following increases in provincial funding and changes to funding models resulted in a reduction of approximately \$4.3 million, which equates to a tax impact of 1.3%:
 - Over the past several months, additional, unanticipated base funding was confirmed for several programs including Ontario Works Cost of Administration and Employment Assistance programs in Employment & Social Services (\$1.6 million), and the Healthy Babies Healthy Children program in Public Health (\$511,000). These were the first base funding increases for these programs since 2018 and 2013, respectively.
 - Through the COVID-19 pandemic, the budget included anticipated increases in Provincial base funding to support critical investments in the ongoing work that would continue post-pandemic due to needs identified in Public Health and Long-Term Care, however the actual increases received have been significantly lower. This resulted in a gap of \$3.4 million between the 2024 Budget and the latest confirmed funding allocations in Public Health and Long-Term Care at the time.
 - Higher than anticipated level of care and other funding increases were received in Services for Seniors for the 2024-25 fiscal year, which enabled the elimination of the budget funding gap of \$819,000 for Long-Term Care in the 2025 Budget. The funding included in the 2025 Budget for Services for Seniors now aligns with the latest funding confirmations.
 - The 2025 Budget includes a budget funding gap of \$2.3 million for Public Health. This has not been addressed in the 2025 Budget, as the Province’s review of the Ontario Public Health Standards is currently underway, and a new funding formula is expected to be released in Spring 2025 with implementation starting in January 2026. Once the results of the review and new funding formula are released, staff will review the impacts and work to align the Public Health budget with the standards and new funding formula for reflection in the 2026 Budget and Business Plan.

- As reported through Report No. **SS-14-24** re: “A Canada-Wide Early Learning and Child Care Directed Growth Plan for Halton Region and Cost Based Funding Model Update”, the Ministry of Education announced a new provincially-mandated cost-based funding model effective January 1, 2025 for child care operators enrolled in the Canada-Wide Early Learning and Child Care (CWELCC) program, which reflects a transformational shift from the current model. Under the previous funding model, provincial funding was not adequate to meet the needs of the community and therefore the Region provided funding in excess of the required cost-share. While the full impacts of the new funding model are being determined, the Children’s Services 2025 Budget has been prepared based on the Region’s funding for the program being maintained at the 2024 Budget level.

In addition to the savings and additional funding, the 2025 Budget also includes an increase of \$10.0 million in investment income, to a total of \$70.0 million, to reflect the strong performance of the Region’s investment portfolio over the past few years. The increase in investment income was utilized in the 2025 Budget to fund critical increases in capital financing to support the Comprehensive Housing Strategy to offset the loss in Development Charge (DC) revenues (\$4.0 million), and the Roads (\$2.8 million) and Water & Wastewater (\$3.2 million) state-of-good-repair capital programs.

Since 2022, there have been a significant number of changes affecting various pieces of legislation, including the DCA, that impact municipal finances, particularly in growing municipalities such as Halton Region. The majority of DCA changes result in the reduction of DC revenue being collected, through the elimination of DC chargeable items, exemptions and discounts. Some of these changes have since been repealed, such as the phasing of DC rates over a five-year period and the reinstatement of growth studies as an eligible service. The enacted changes to **Development Charges Act, 1997 (DCA)** since 2022 are as follows:

- Removing housing services
- Exemption for non-profit housing
- Exemption for affordable and attainable housing, although the attainable housing has not yet been defined through regulation
- Reduction and deferral of DC payments for specific uses (i.e. long-term care, rental housing)
- Discount on rental housing based on the number of bedrooms
- Increasing average service level calculation from 10 to 15 years and
- Exemption for Inclusionary Zoning
- Reduction to the time limit on the DC rate freeze from 2-years to 18 months

The 2025 Budget includes an increased contribution of \$4.0 million to housing (in addition to the \$1.0 million included in the 2024 budget) to fully address the removal of housing services from a DC eligible service.

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

The 2025 Budget, along with approval of Report No. **CA-02-24/PW-04-24/FN-05-24** re: “Revised 2023 Allocation Program”, ensures that the Region is well-positioned to support the Province’s objective of delivering 1.5 million new homes in Ontario by 2031.. The Allocation Program and future infrastructure staging will help local municipalities manage and support growth ensuring they are prepared for the anticipated increase in housing and population, in alignment with provincial goals and timelines.

2025 Water and Wastewater Rate Impact

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

The 2025 Water and Wastewater Rate-Supported Budget has a 5.5% increase, 4.9% of which is driven by capital financing required to support the State-of-Good-Repair capital program, and 0.6% is required to operate and maintain the water and wastewater system. The water and wastewater rate increase of 5.5% is in line with the guideline set out in the 2025 Budget Directions (**FN-19-24**). The 2025 Rate-Supported Budget includes the assumptions of 0.0% consumption growth and 1.4% customer growth.

2025 Budget Rate Increase				
	Net Expenditure Increase	Customer Growth	Consumption Growth	Rate Increase
Water & Wastewater Services	6.2%	1.4%	0.0%	5.5%

As shown in the following table, for a typical residential home using 226 cubic metres (m³) of water per year, this will result in an additional \$61 annually in 2025 for water and wastewater charges combined.

Rate Impact On a Typical Residential Customer (226 m ³ / Year)						
	2024		2025		Change*	
	Budget		Budget		\$	%
Water	\$	515	\$	545	\$ 30	5.9%
Wastewater		597		628	31	5.2%
Total	\$	1,111	\$	1,173	\$ 61	5.5%

Schedule may not add due to rounding

*Based on 0.0% consumption growth and 1.4% customer growth

2025 Budget Overview

The requested 2025 Gross Operating Budget is \$1.2 billion for Regional Services and \$244.2 million for Police Services, resulting in \$1.4 billion for combined services. The increase in the gross operating budget for Regional Services is \$123.8 million, comprised of \$104.4 million for tax-supported services and \$19.4 million for rate-supported services.

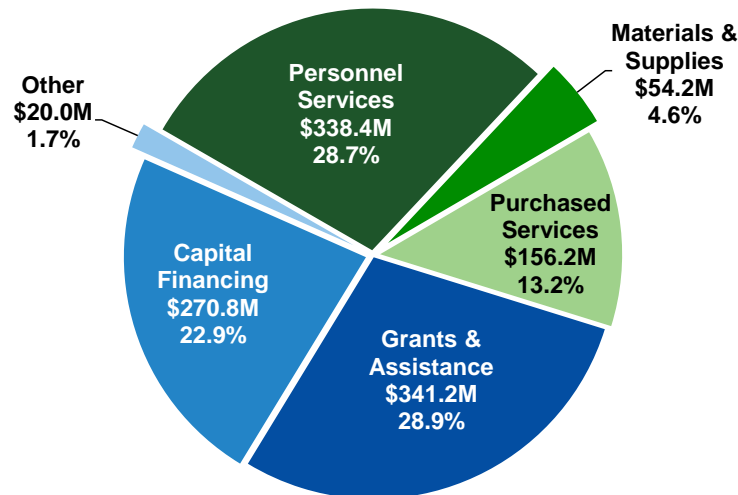
2025 Gross Operating Budget of Regional Government Services (\$000s)					
	2025			2024	Change
	Tax Budget	Rate Budget	Requested Budget	Approved Budget *	
Regional Services	\$ 889,431	\$ 291,431	\$ 1,180,862	\$ 1,057,033	\$ 123,828
Police Services	244,203	n/a	244,203	215,327	28,877
Total	\$ 1,133,635	\$ 291,431	\$ 1,425,065	\$ 1,272,360	\$ 152,705

Schedule may not add due to rounding.

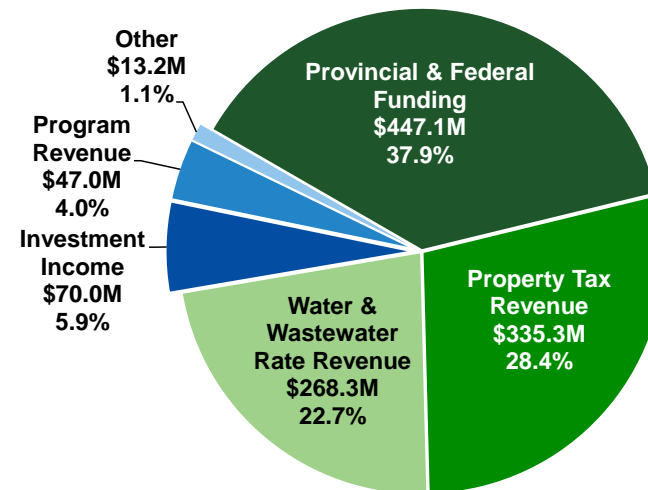
* Operating Budget for Regional Services restated as set out in **FN-11-24**, **SS-08-24**, & **SS-21-24**

The following charts illustrate the breakdown of the \$1.2 billion in the gross operating budget for Regional Services (excluding Police) by cost category and funding source. The \$1.2 billion gross operating budget for Regional Services includes financing of \$270.8 million for the Region's capital program.

2025 Tax & Rate Gross Expenditures: \$1.2 Billion



2025 Tax & Rate Gross Revenues: \$1.2 Billion



The requested 2025 Gross Capital Budget is \$827.9 million, consisting of \$806.2 million for Regional Services and \$21.7 million for Police Services. The Gross Capital Budget is financed by reserves, development charges, debt and other external recoveries. Additionally, Council approved capital projects budgeted for 2024 to 2026 as part of the 2023 Allocation Program, detailed in in Report No. [CA-02-24/PW-04-24/FN-05-24](#). To provide an appropriate representation of the 2025 capital program, the summary below includes \$781.6 million from the 2023 Allocation Program which is the average of one year of approved budget from 2024 to 2026 in the 2023 Allocation Program. As a result, the total Gross Capital for 2025 is \$1.6 billion.

2025 Gross Capital Budget of Regional Government Services (\$000s)					
	2025			2024	
	Tax Budget	Rate Budget	Requested Budget	Approved Budget	Change
Regional Services	\$ 154,656	\$ 651,567	\$ 806,223	\$ 437,334	\$ 368,889
Police Services	21,672	n/a	21,672	12,773	8,898
Total Requested Budget	176,328	651,567	827,895	450,107	377,787
2023 Allocation Program	326,473	455,103	781,576	781,576	-
Total	\$ 502,800	\$ 1,106,670	\$ 1,609,470	\$ 1,231,683	\$ 377,787

Includes financing costs, schedule may not add due to rounding

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

As part of the annual budget development process, the Region ensures continued financial sustainability through effective financial planning and risk management, which has resulted in maintaining a AAA/Aaa credit rating and tax rate increases at or below the rate of inflation. For the 2025 Budget, the Region has been successful in delivering a property tax increase at or below the rate of inflation while maintaining or enhancing services. To achieve this objective, the 2025 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 upheld to ensure the Region's AAA/Aaa credit rating is maintained.
- Strategic investments in additional staff or other resources resulting from growth, program enhancements or additional Federal and Provincial funding require a business case to be considered by Council as part of the annual budget process.
- The Annual Budget includes investment in the state-of-good-repair of the Region's assets to maintain a good overall condition of the assets as the Region's infrastructure continues to age and expand.
- Regional programs are funded from sustainable revenues to ensure ongoing expenditures are not funded from temporary or one-time revenues.
- 10-year Operating and Capital Budget forecasts are prepared.
- All growth-related capital costs that can be recovered under the *Development Charges Act* (DCA) will be recovered from growth in the Annual Budget.
- In order to proceed with growth in the Region, an acceptable financing plan must be approved by Council prior to development proceeding.
- Halton's own debt limits are not exceeded throughout the 10-year forecasts.
- Reserves are maintained at levels to ensure financial sustainability to support the state-of-good-repair of Regional assets, tax and rate stabilization reserve targets, and to fund specific program requirements.

- The Budget that is presented to Halton Region tax and rate payers is clear and easy to understand, as evidenced by the annual receipt of the Distinguished Budget Presentation Award by the Government Finance Officers Association of the United States and Canada (GFOA).

The following chart highlights the process undertaken to prepare the 2025 Tax-Supported and Rate-Supported Budgets.

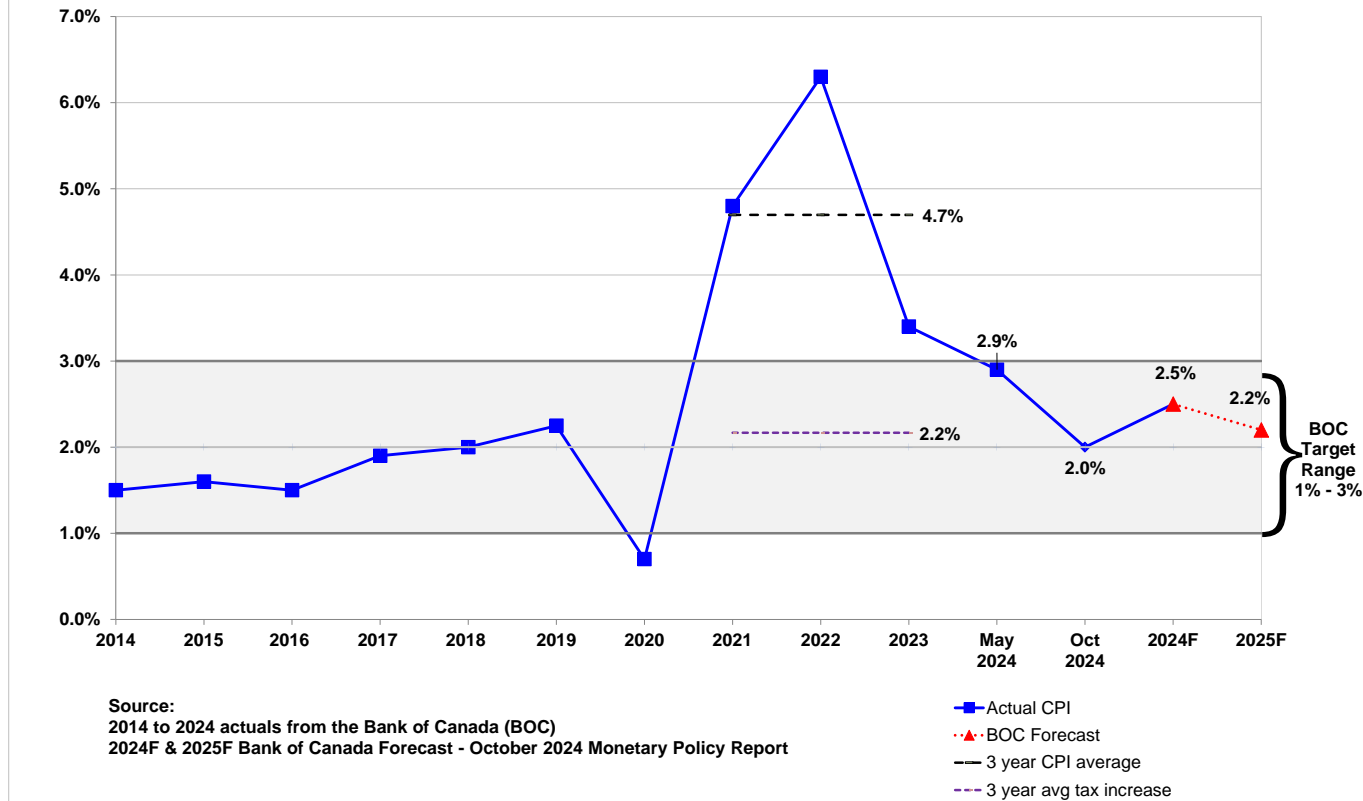
2025 Budget Process						
	Report	Date	Tax Increase	Assessment Growth	Rate Increase	Consumption / Customer Growth
2025 Forecast	FN-43-23	December 13, 2023	3.0%	1.8%	4.5%	0.0% / 1.4%
2025 Budget Directions	FN-19-24	July 10, 2024	4.0%	1.8%	5.5%	0.0% / 1.4%
2025 Budget	FN-34-24	December 11, 2024	2.3%	1.8%	5.5%	0.0% / 1.4%

Tax-Supported Budget

The 10-Year Operating Budget & Forecast in the 2024 Budget and Business Plan (**FN-43-23**) projected the tax increase for Regional programs (excluding Police Services) in 2025 to be 3.0%. The forecast was developed based on existing program financing plans, program-specific assumptions with respect to Provincial funding, and expected inflationary and growth factors. For the 2025 Budget Directions (**FN-19-24**), the tax forecast budget model assumptions reflected updated information, including adjusted program financing plans, assessment growth and provincial funding announcements. Due to the impact of the extended period of high inflation on the cost of goods, services and construction, and shortfalls in Provincial funding commitments particularly for Public Health and Long-Term Care, the target was increased to 4.0% from the 3.0% projection. Council approved the 2025 Budget Directions with a tax rate increase not to exceed 4.0%, which included an inflationary increase of 3.0% for Regionally controlled programs and services, plus an additional 1.0% required to address the provincial funding budget shortfalls that had accumulated over the past few years. Through the development of the 2025 Budget, staff undertook a detailed review of program costs, confirmed funding assumptions based on the latest information available, and identified efficiencies and resource allocations to address priorities. This has resulted in a tax rate increase of 2.3% for Regional Services, which aligns with Council’s priority of tax rate increases at or below the rate of inflation.

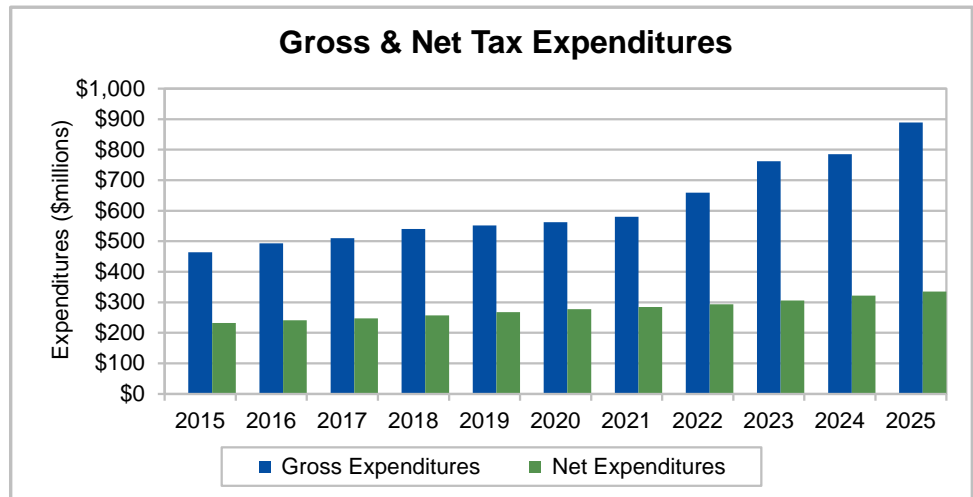
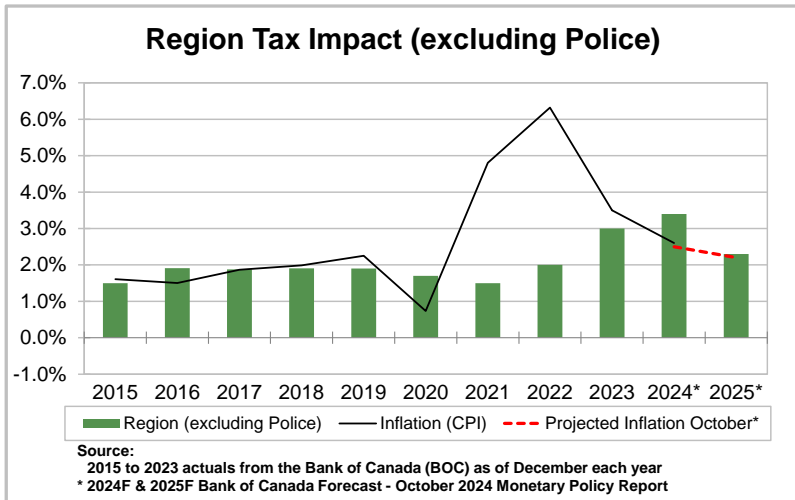
The Bank of Canada’s inflation control target remains at 2.0%, which is the midpoint of the Bank’s 1.0% to 3.0% target range. CPI inflation has been declining gradually from a peak of 8.1% in June 2022 to 2.0% in October 2024, and the Bank is projecting inflation to remain close to the 2.0% target over the 2025-2026 forecast period. The Bank highlights several risks however that could impact the inflation projection, noting inflation in service prices could be more persistent than anticipated, and global geopolitical developments could renew inflationary pressures. As shown in the following chart, the average inflation of 4.7% over the past three years (2021-2023) compared with the average tax increase of 2.2% over the same period created a gap between the budget and the actual cost of services for these years, and as a result the Region has experienced contract and other increases that significantly exceeded the budget. It will take time to recover from the extended period of inflation over the past three years, as the cost of goods, services, and in particular construction continue to be impacted by significant cost increases through renewals, extensions or through new procurements.

Inflation Trend & Outlook

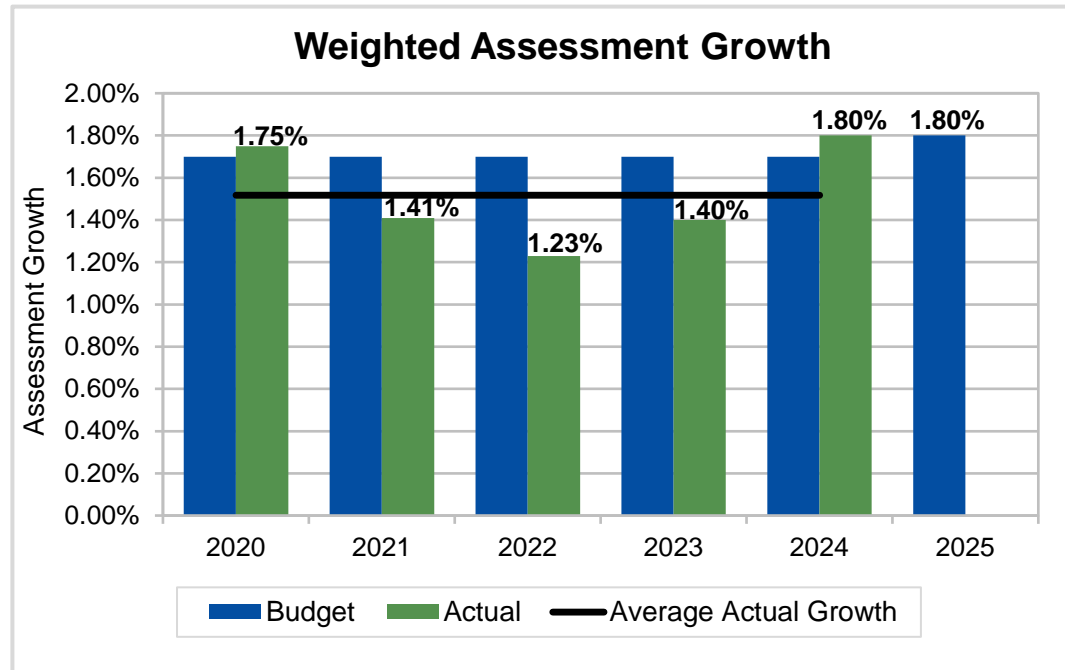


The Region Tax Impact (excluding Police) chart below provides the history of property tax increases for Regional Services in Halton for the last 10 years. The Region has successfully delivered an average property tax increase of 2.1% for Regional Services from 2015 to 2024, while maintaining or enhancing core services as outlined in the Strategic Investments section. The Region has kept the average property tax rate increases at or below the rate of inflation even though gross expenditures have increased at an average rate of 5.8%, while net expenditures (after deducting Federal and Provincial funding, other revenues and recoveries) have increased at an average rate of 3.6%, as shown in the Gross & Net Tax Expenditures chart below. The increase in gross expenditures has been impacted over the past several years by significant increases in expenditures related to provincially-funded programs such as the Canada-Wide Early Learning and Child Care System in Children’s Services and the increase in Direct Care Hours in Long-Term Care. The net expenditure increases were offset by the increase in the Region’s assessment base due to average growth of 1.6% over the same 10-year period, resulting in an average tax increase of 2.1%. Halton has, for many years, identified

savings and reallocated resources to priority areas to address program pressures and service levels, which has helped bring the tax increase down to the average of 2.1%.



When estimating assessment growth, it is important to look at historical data as well as implications of a development allocation program. As shown in the following chart, the actual assessment growth has fluctuated, with growth ranging from 1.23% to 1.80% over the past five years. In line with the forecast and last year’s actual growth, the assessment growth target of 1.80% has been used to prepare the 2025 Budget. This assessment growth reflects the data provided by the Municipal Property Assessment Corporation (MPAC) which indicates that Halton is growing faster than other municipalities across the province. Over the next few years, assessment growth is anticipated to increase as a result of the Local Municipalities’ housing pledges to support the Provincial housing target to achieve 1.5 million homes by 2031. Staff will monitor the impacts to assessment growth projected and update as necessary throughout the forecast period. Any growth realized over or under the provision in the budget (1.8%) will be transferred to or from the Tax Stabilization reserve, as set out in Report No. **FN-34-24** re: “2025 Budget and Business Plan and Disposition of the 2024 Surplus”. Assessment growth is scheduled to be finalized with the final tax roll returned to municipalities on December 10, 2024. It is important to note that assessment growth is impacted by property tax write-offs resulting from successful assessment appeals to the Assessment Review Board (ARB) and MPAC.



Rate-Supported Budget

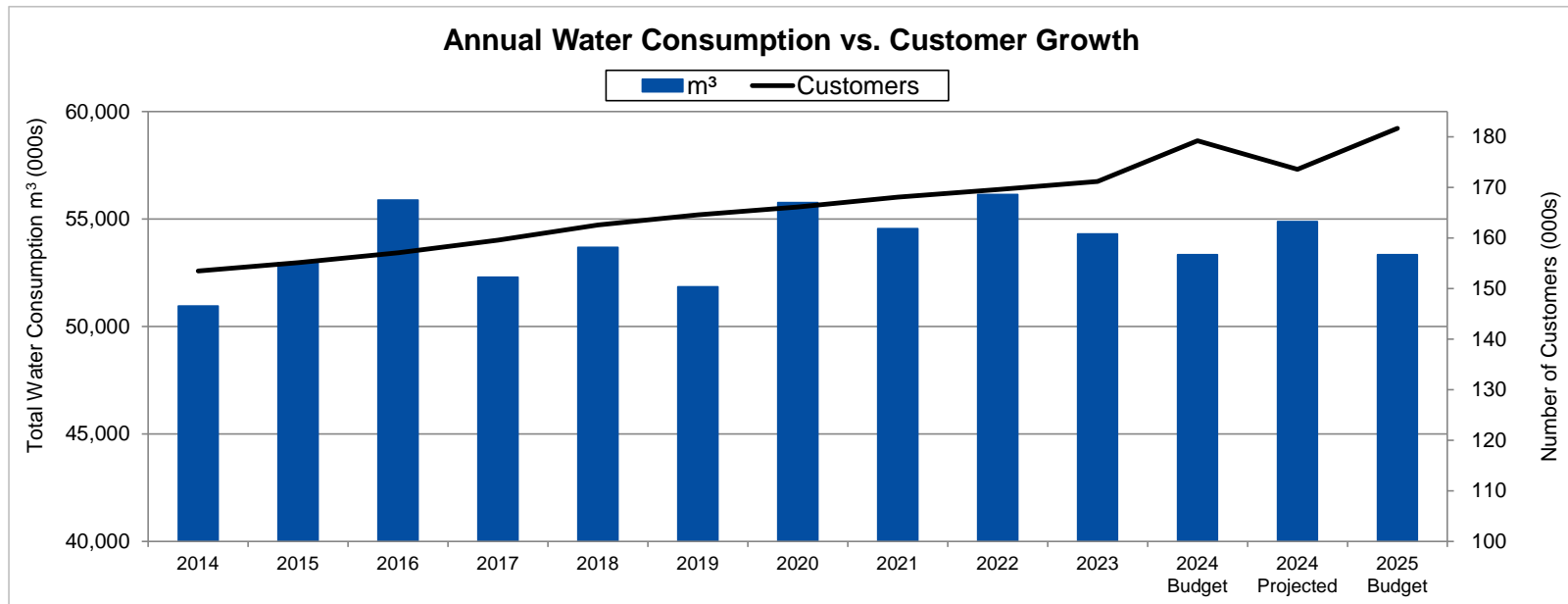
The 10-Year Operating Budget & Forecast in the 2025 Budget and Business Plan (**FN-43-23**) projected a rate increase of 4.5% in 2025. The forecast was developed based on existing program financing plans and program-specific assumptions with respect to expected inflationary and growth factors. For the 2025 Budget Directions (**FN-19-24**), the rate forecast budget model maintained the water consumption (0.0%) and customer growth (1.4%) projected in the forecast, and included capital financing based on the updated Asset Management Program and Lifecycle Models Update as set out in Report No. **PW-01-22/FN-11-22/DI-01-22**. Due to increased capital financing expenditures required to provide the non-development portion of water and wastewater infrastructure in support of Local Municipal housing pledges, the target was increased to 5.5% from the 4.5% projection. Based on these factors, Council approved the 2025 Budget Directions with a rate increase not to exceed 5.5% for Water and Wastewater services, including operations and maintenance and infrastructure expenditures for the State-of-Good-Repair capital program.

As shown on the following table, Halton’s average water and wastewater rate increase since 2015 has been 4.0%, which is lower than most of the other municipalities across the Greater Toronto and Hamilton Area that are benchmarked against. The increases in the water and wastewater rates are largely driven by requirements to support the State-of-Good-Repair capital program, with increases to support operations and maintenance costs at or below the rate of inflation.

Municipality	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Average
Halton	4.9%	5.0%	5.1%	3.8%	3.7%	3.3%	2.6%	2.8%	4.1%	4.3%	4.0%
Toronto	8.0%	8.0%	5.0%	5.0%	4.0%	3.0%	1.5%	3.0%	3.0%	3.0%	4.3%
Peel	7.0%	9.0%	4.3%	6.5%	6.5%	7.2%	5.5%	5.8%	7.9%	6.8%	6.7%
Durham	5.0%	5.0%	3.6%	4.0%	1.8%	2.3%	0.8%	1.8%	4.3%	7.4%	3.6%
Hamilton	4.2%	4.7%	4.9%	4.5%	4.7%	4.1%	4.3%	5.0%	6.5%	10.0%	5.3%

Water consumption has varied over the years mainly due to changing seasonal conditions, as shown in the following chart. During the COVID-19 pandemic, there was an increase in residential water consumption as a result of the shift to more residents working from home. This trend has continued post-pandemic, although water consumption is starting to normalize to pre-pandemic usage trends. As such, the 2025 Budget continues to reflect 5-year actual average seasonal conditions and pre-pandemic consumption trends, with 0.0% consumption growth projected for 2025.

The 2025 Budget reflects a 1.4% increase in customer growth. The number of water and wastewater customers continues to grow, although at a slower rate than anticipated in the last several years. This trend is not expected to continue in the long term, as customer growth is anticipated to accelerate to accommodate the growth priorities of the Local Municipalities.



2025 Budget Key Drivers

 <p>Economic Conditions</p>	 <p>Health & Social Services Funding Shortfalls</p>	 <p>Delivery of Assisted & Supportive Housing</p>	 <p>Growth & Demand for Services</p>	 <p>Digital Strategy Implementation</p>
<ul style="list-style-type: none"> • Continuing to recover from the impacts of the extended period of high inflation on the cost of goods, services & construction • Short-term favourable impacts to investment earnings are mitigating pressure on capital budgets 	<ul style="list-style-type: none"> • Additional funding was received in some program areas, however provincial shortfalls continue to be a pressure • Investments to support the health and well-being of the community 	<ul style="list-style-type: none"> • Growing need for assisted and supportive housing in the community • Loss of Development Charge Revenues as a result of Bill 23 	<ul style="list-style-type: none"> • Growth and increasing demand putting pressure on programs and services • Significant pressure on the cost of delivering infrastructure due to accelerated demand and increased construction costs 	<ul style="list-style-type: none"> • Continuing to support the Region's 2023-2026 Strategic Business Plan • Continued progress on implementing the Digital Strategy; significant investment to enhance digital services for residents and staff

Strategic Priorities

As approved through Report No. **CA-05-23**, the **Halton Region 2023-2026 Strategic Business Plan** establishes Regional Council's priorities for its four year term. The Strategic Business Plan is comprised of the following four themes which reflect Council's priorities in the 2025 Budget:

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



Community Well-Being

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

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

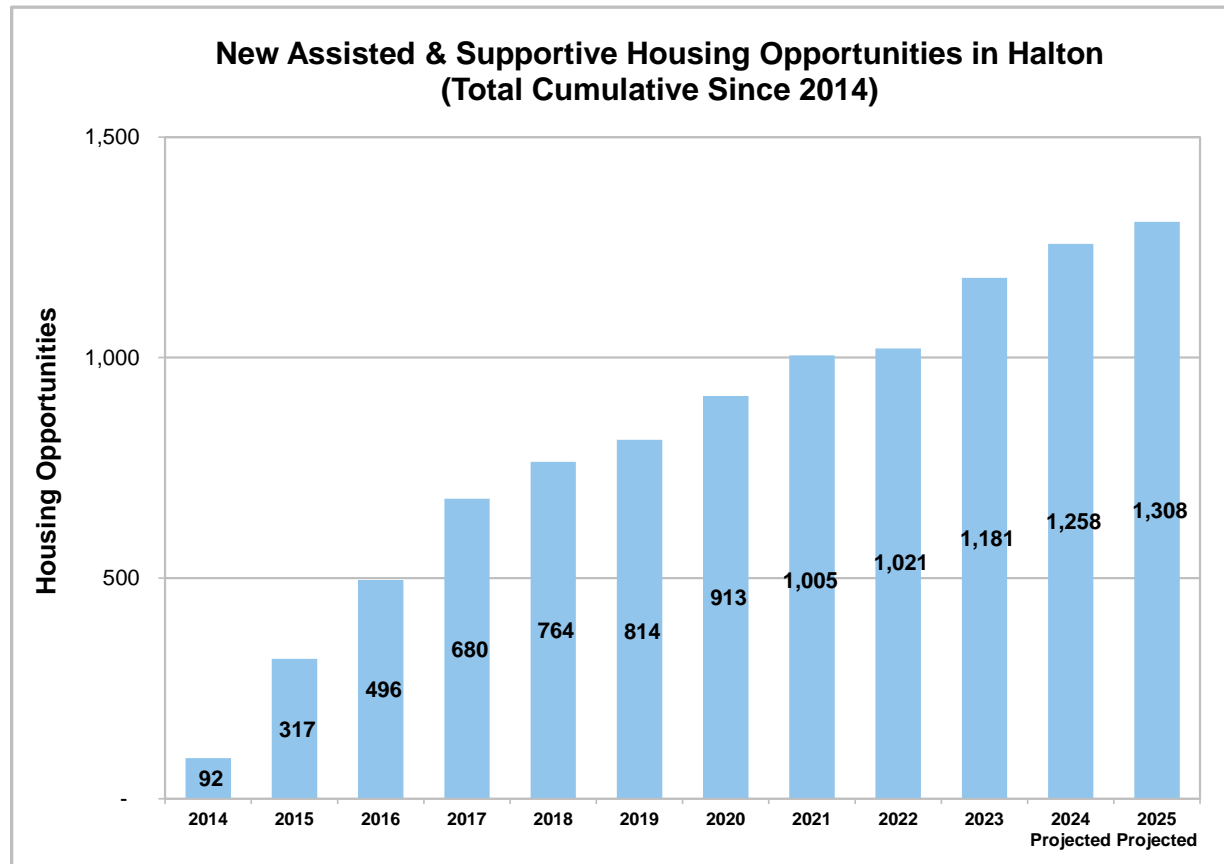
- Comprehensive Housing Strategy 2025-2035
- Preventing and Responding to Homelessness
- Community Safety and Well-Being Plan and Halton Region Community Investment Fund
- Paramedic Services
- Addressing Needs in Long-Term Care
- Improving Access to Financial Assistance
- Canada-Wide Early Learning and Child Care System

Comprehensive Housing Strategy 2025-2035

A key priority identified in the **2023-2026 Strategic Business Plan** is to expand assisted and supportive housing. Work on the next 10-year Comprehensive Housing Strategy (CHS) 2025-2035 is well underway, with community consultations taking place over Q4 2024 / Q1 2025, following which a proposed CHS 2025-2035 will be brought forward for Council's consideration in 2025. The updated CHS is based on four proposed themes which include the creation of new assisted and supportive housing, the protection and retention of community housing stock, strengthening community partnerships to deliver supports for a diverse range of resident needs, as well as continued advocacy for increased funding for Halton Region to achieve targets associated with the four proposed thematic categories.

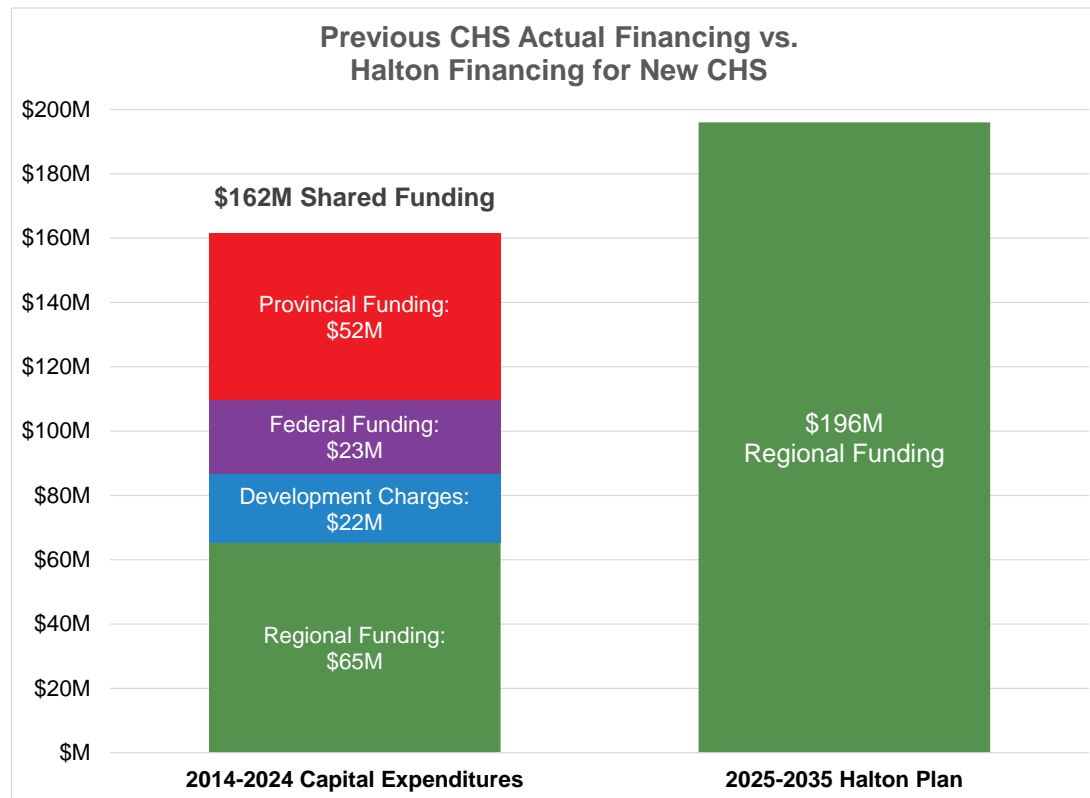
Halton Region creates assisted and supportive housing opportunities for residents by acquiring new rental units through construction, the preservation of existing stock and the provision of Regional subsidies to make rental costs more affordable. Regional funding related to acquiring or developing new units is included in the Housing Services Capital Budget. Through the Region's significant investment, together with the Federal and Provincial Governments' previous investments, by the

end of 2024, Halton is projected to successfully deliver a total of 1,258 additional new assisted and supportive housing opportunities created through the Region's Comprehensive Housing Strategy (2014 - 2024).



The updated CHS will include new housing opportunity targets for assisted and supportive housing. The updated CHS will target 1,350 new housing opportunities to maintain the progress made in the previous plan. The 2025 Budget and Forecast includes funding for 450 new housing opportunities to be created over the next 10-years using Regional operating and capital funding. With additional investment from senior levels of government, it is projected that a total of 900 – 1,350 new housing opportunities can be created over the next 10-years. It is anticipated that the Federal and Provincial Governments will contribute the funding for the additional 900 opportunities, however this funding has not been confirmed and therefore is not included in the budget. The 2025 Budget supports the CHS 2025-2035 with an increased investment of \$4.3 million to support the development of new housing opportunities in the Region. To address the loss of development charge revenues as a result of Bill 23 and support new assisted and supportive housing, the 2025 Budget includes an increase of \$4.0 million to fund the Regional New Units reserve, bringing the total annual funding to \$11.5 million. The 2025 Budget also includes an increase of \$250,000 to support projected growth of approximately 20 units in the rent supplement program.

The following chart shows the Region's 10-year capital financing plan for the new CHS 2025-2035 that has been incorporated in the 2025 Budget and Forecast. This funding is anticipated to create 450 housing opportunities based on current market conditions. Matching funding will be required from the Federal and Provincial Governments to achieve the targeted 1,350 units over the next 10 years. Federal and Provincial funding has not been confirmed at this time. Over the last ten years, Halton Region has utilized \$65 million in Regional funding, \$22 million in Development Charge funding, \$23 million in Federal funding, and \$52 million in Provincial funding to create new assisted and supportive housing units. Through the Region's significant investment, together with the Federal and Provincial Governments' previous investments, by the end of 2024, Halton is projected to successfully deliver a total of 1,258 additional new assisted and supportive housing opportunities created through the Region's Comprehensive Housing Strategy (2014 - 2024).



As discussed above, the enactment of Bill 23 eliminated housing services as an eligible expense for which the Region can collect DCs, which resulted in a loss of approximately \$50 million over 10 years that was estimated to be recovered from DCs. Municipalities, the Province and the Federal Government have all identified assisted housing as a priority and contribute to the delivery of new units. The Region has been very successful over the last 17 years in delivering new units consistent with the Region's Housing Strategy. The revenues collected through the Housing Services DCs were an important source of funding in the delivery of assisted housing for vulnerable populations. The 2024 Budget included an increase of \$1.0 million, and the 2025 Budget includes an increase for the remaining \$4.0 million, in the capital transfer to the Regional New Units reserve to offset the loss of development charges revenues as a result of Bill 23. This brings the total annual transfer to \$11.5 million in the 2025 Budget to support assisted and supportive housing.

Preventing and Responding to Homelessness

The Homelessness Prevention program provides emergency shelter, street outreach, supportive housing and homelessness prevention initiatives to temporarily house vulnerable residents or keep them housed safely in their current homes. Emergency shelter options are available for vulnerable Halton residents, and hotels continue to be utilized for overflow purposes. In addition to basic needs, individuals admitted into emergency shelter programming receive a common intake and assessment that prioritizes them for housing opportunities. In 2024, Halton Region increased street outreach capacity to provide additional response to encampments. This team meets with precariously housed and homeless Halton residents to support them with emergency shelter, food security, mental health, transportation, and other supports. While shelter is always available for any Halton resident that needs it, they need to willingly accept support available. A Homelessness Action Table continues to meet with partners from Halton Region, local municipalities, Halton Regional Police Service (HRPS) and health, social services and justice sectors to standardize processes and improve communications across Halton Region. Investment in homelessness prevention from the Provincial government for the 2024-25 fiscal year remains unchanged at \$14.3 million and no change is expected for the 2025-26 fiscal year. As reported through Report No. **SS-05-24** re: "Allocation of Provincial Homelessness Prevention Program Funding in 2024-2025 and Federal Reaching Home 2024-2028 Update" on November 28, 2023, Halton Region was notified that its allocation for Federal Reaching Home homelessness prevention funding will decrease by \$7.0 million over the next four-year period (April 1, 2024 - March 31, 2028). In 2024-25 and 2025-26, the Region's base funding will be reduced by \$208,864 (5%), and in 2026-27 and 2027-28, this reduction will grow to \$3.3 million (77%). The 2025 Budget reflects the decrease of \$208,864 in Federal Reaching Home funding. The homelessness system has become more complex and requires increased base federal and provincial funding to support vulnerable populations on a permanent, sustained basis. The Region will continue to advocate for appropriate and sustained funding for homelessness and supportive housing. The 2025 Budget includes strategic investments for 3.0 FTEs in Housing Services to convert temporary positions to permanent, which are fully funded utilizing existing Provincial Homelessness Prevention Program funding, to support homelessness programs and services.

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 Community Safety and Well-Being (CSWB) Plan and the Halton Region Community Investment Fund (HRCIF), both of which serve as mechanisms to identify and respond to human service issues in a collaborative manner. Halton Region's **Community Safety and Well-Being in Halton: A Plan for Collaboration and Action** outlines a model for collaboration, planning, and action to identify and address system-level issues that impact safety and well-being in Halton Region, particularly among priority populations that may be more vulnerable to negative health or social outcomes. Community Safety and Well-Being Action Tables address priority issues identified by the community, with significant progress made in many areas through the engagement of community partners and organizations. The HRCIF is an important tool to support the CSWB. Strong alignment between the HRCIF and CSWB reinforces an integrated approach to planning and investment in keeping with Halton Region's **2023-2026 Strategic Business Plan**. Since 2012, the HRCIF has committed \$30.2 million through 504 grants for organizations in the areas of community health and social services to respond to current and emerging needs of Halton residents. In 2024, a wide range of programs have been funded to support the well-being of children, youth and older adults; increasing food security among residents with low incomes; strengthening equity and inclusion; and enhancing mental health. A strategic investment is included in the 2025 Budget to further enhance the HRCIF by an additional \$500,000, bringing the total annual investment to \$5.0 million to enhance the health, safety and well-being of Halton residents.

Paramedic Services

As adopted through Report No. **MO-14-24** re: "Paramedic Services 10-Year Master Plan Update", the Master Plan for the period of 2025 to 2034 will serve as the strategic planning framework for public policy, organizational, capital, and operational decisions pertaining to the delivery of paramedic services. The Master Plan outlines the anticipated pressures that Paramedic Services is expected to face over the next 10-years as well as the paramedic, administrative and physical resources that will be required to address these pressures. The Master Plan projects that population growth and an increase in utilization rates is anticipated to result in an increase in paramedic calls of between 4%-6% annually. As outlined in Report No. **MO-10-24** re: "Paramedic Services Division Annual Update", over the past ten years, overall call volumes have increased by 34%. The 2025 Budget includes strategic investments for 7.5 FTEs and 5,041.6 relief hours (4.0 Paramedic FTEs and 3.5 Support Staff FTEs) totaling \$1.4 million (with provincial funding based on the current funding model for a \$785,000 net tax impact) to address pressures related

to increasing call volume growth and maintenance of response times. In addition, the Master Plan recommended that the Paramedic Services Division move to a hub and spoke model which will require the construction of a new headquarters in the Town of Oakville, a North Operations Centre and four smaller community stations in each Local Municipality. Preliminary estimates indicated that the expansion program will require a total of \$260.8 million in capital funding over the 10-year forecast of which \$15.0 million was accelerated through Report No. **CS-34-24/MO-19-24** re: “Paramedic Services Facilities Development Update” to begin work at the various sites. The 2025 Budget includes a \$0.5 million operating impact related to the financing of the Paramedic Services capital plan.

Addressing Needs in Long-Term Care

As reported in Report No. **SS-03-22** re: “Services for Seniors Funding Increase - Direct Care Hours”, on October 6, 2021, the Ministry of Long-Term Care announced new funding to Long-Term Care (LTC) homes across the Province to increase staffing levels to provide more direct hours of care for residents. This funding has enabled the Region’s three LTC homes to hire an additional 96.4 FTEs with 31,241.4 relief hours for resident care and support services to support the Provincial requirement of an overall average of four hours of care per day by the 2024-25 fiscal year. A strategic investment of \$1.6 million (no net tax impact) is included in the 2025 Budget to utilize this funding which will increase staffing levels by an additional 14.0 FTEs and 4,124.0 relief hours to provide more direct care hours to residents.

As reported through Report No. **SS-07-23** re: “Nurse Practitioner Funding in Long-Term Care”, the Hiring More Nurse Practitioners for Long-Term Care program (HMNP) was announced by the Ministry of Long-Term Care in October, 2022, and provides provincial funding to support the recruitment of Nurse Practitioners in Long-Term Care Homes. Through Report No. **SS-07-23**, the hiring of 1.0 Nurse Practitioner FTE was approved to provide comprehensive primary care to residents of the Region’s three LTC homes as part of the interdisciplinary health care team. The initial introduction of this role has been very successful. This funding has now been confirmed as base funding going forward for all LTC homes approved under the HMNP program. The 2025 Budget includes a strategic investment for an additional 2.0 Nurse Practitioner FTEs, totaling \$287,000 (utilizing funding for a net tax impact of \$35,000), to provide a Nurse Practitioner for each of the three LTC homes to further support resident care.

Strategic investments are also included for a Decision Support Specialist to support the LTC homes with decision making and reporting requirements to external agencies with a tax impact of \$130,000, and for an additional 7,614.7 relief hours to realign positions and relief hours in accordance with the master schedule for the LTC homes, with no net tax impact.

Improving Access to Financial Assistance

Demand for assistance through the Ontario Works program continues to increase significantly. Ontario Works is a provincially mandated program that provides financial assistance to eligible individuals and families. Ontario Works caseloads have increased steadily since the pandemic. In 2025, caseloads are projected to increase by a further 9.0% to an average of 3,379 cases per month. In addition, caseload composition and client needs are becoming more complex. The 2025 Budget includes a strategic investment for an additional 3.0 Integrated Case Manager FTEs, with a tax impact of \$328,000, to support increased demand in the Ontario Works program in order to improve the client experience, reduce escalations and crises, as well as improve overall well-being for staff.

Canada-Wide Early Learning and Child Care System

The Canada-Wide Early Learning and Child Care System (CWELCC) is a federal-provincial cost-shared program that aims to reduce the cost of child care for children aged 0-5 to \$10 a day by March 2026. There has been an incremental reduction in parent fees since 2022 when the program was launched. The total funding allocation from the Ministry of Education for early years and child care in Halton for 2025 is \$245.4 million, which reflects an increase of \$62.9 million over the 2024 Budget, and will be utilized to further reduce parent fees to a maximum of \$22 a day effective January 1, 2025, for any Halton families with children enrolled in CWELCC child care centres. In 2024, there are 109 CWELCC child care operators in Halton operating 275 sites, and 19,212 CWELCC spaces in total. Provincial funding decisions have limited CWELCC growth to school-based environments in 2024 and 2025. As reported through Report No. **SS-14-24**, on August 15, 2024, the Ministry of Education announced a transformative shift in how the CWELCC system will function in Ontario. A new CWELCC funding model will come into effect on January 1, 2025 which will transform the child care sector from a revenue replacement to a cost-based funding approach. As part of the new child care funding

approach, the Region will receive a new “Local Priorities” fund allocation starting in 2025, which is a recalibration of existing funding. Several existing funding streams have been consolidated into Local Priorities funding, including general operating and wage support funding for operators serving children aged 6-12, fee subsidies, professional learning, capacity building, and funding to support children with special needs resources. Under the previous funding model, provincial funding was not adequate to meet the needs of the community and therefore the Region provided funding in excess of the required cost-share. While the full impacts of the new funding model are being determined, the Children’s Services 2025 Budget has been prepared based on the Region’s funding for the program being maintained at the 2024 Budget level.



Infrastructure and Growth

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

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

- Development Services
- Asset Management Plans and State-of-Good-Repair
 - Water and Wastewater
 - Roads
 - Corporate Facilities and Housing

Development Services

The Province has established an objective of delivering 1.5 million new homes in Ontario by 2031 and has passed legislation to support this objective. This includes Bill 23, *More Homes Built Faster Act, 2022* which made changes to the *Planning Act*, and through Bill 185, *Cutting Red Tape to Build More Homes Act, 2024* (‘Bill 185’), Halton Region became an “upper-tier municipality without planning responsibilities” effective July 1, 2024. Through Report No. **CA-14-24** re: “2024 Integrated Halton Planning System MOU: A New Model that Recognizes Changing Roles for Halton Municipalities”, Regional Council approved the Memorandum of Understanding for an Integrated Halton Area Planning System which reflects the changing roles of the Region, Local Municipalities, and Conservation Authorities resulting from Bill 23 and Bill 185. The 2024 Budget included the necessary changes to reflect the changes in the Region’s role related to Planning Services. As of July 1, 2024, the Region’s role is scoped to the following:

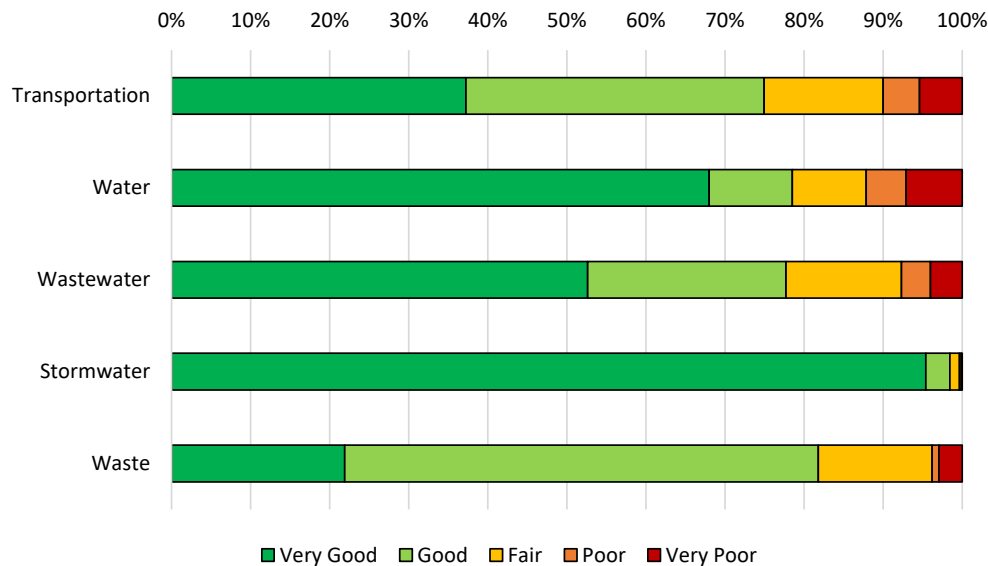
- Participating in and commenting on land use planning matters only as they relate to Regional infrastructure and service delivery
- Providing assistance, in accordance with Section 15(2) of the *Planning Act*, where there is an agreement for such assistance set out in the MOU and/or future agreements or MOU’s;
- Supporting the Local Municipalities in advancing their growth strategies by providing Regional infrastructure; and,
- Providing guidelines and/or protocols that support and streamline addressing matters related to the Regional responsibilities identified above through Local Municipal planning processes.

Asset Management Plans and State-of-Good-Repair

Halton Region places a high priority on maintaining assets and infrastructure in a state-of-good-repair to ensure the provision of services to residents, businesses, and institutions at the desired level, as presented through Report No. **PW-01-22/FN-11-22/DI-01-22** re: “Asset Management Program and Lifecycle Models Update”. The Regional Asset Management Plan is a well-thought-out strategy that is in compliance with the requirements of O. Reg. 588/17 and aligns with industry best practices and asset management standard ISO 55000, providing a line of sight between capital/operating investments and strategic priorities. The 2025 Budget and Business Plan includes a 10-year capital plan at a projected cost of \$9.0 billion. Of the \$9.0 billion 10-year capital plan, \$5.5 billion is presented to Council for approval as part of the 2025 Budget & Business Plan, and \$3.5 billion is related to the 2023 Allocation Program approved through Report No. **CA-02-24/PW-04-24/FN-05-24** (\$1.6 billion) and development water, wastewater and transportation Masterplan estimates for 2032, 2033 & 2034 (\$1.9 billion) which is anticipated to be approved through a report in 2025. The total \$9.0 billion is broken down between \$5.8 billion that is projected to address growing infrastructure needs, and \$3.2 billion to address the State-of-Good-Repair capital program for existing infrastructure.

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

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



In addition to the asset condition summary noted above, another indicator that has been used by municipalities to assess the adequacy of the financing for the state-of-good-repair infrastructure is the ratio of operating contributions to the amortization expense for these assets in the financial statements. A ratio of 1 indicates

that the budgeted operating contributions are equivalent to the annual amortization expense in the financial statements. The target for this ratio should generally be greater than 1, as the amortization expense is based on historical costs, and therefore does not reflect the replacement costs of the assets or changes in standards, technology or legislation. For 2025, projected ratios for Water, Wastewater and Roads are as follows:

2025 Reserve Contributions for State-Of-Good-Repair vs. Annual Amortization (\$000s)				
	Operating Transfers * (A)	Estimated Annual Amortization (B)	2025 Ratio (A)/(B)	2024 Ratio
Water & Wastewater	\$ 170,560	\$ 87,628	1.9	1.7
Roads	\$ 66,269	\$ 25,993	2.5	2.4

* Includes transfers relating to CCBF.

The 2025 operating contributions of \$170.6 million (including interest earnings) for the Water and Wastewater State-of-Good-Repair capital program result in a ratio of 1.9, and the \$66.3 million (including interest earnings) for the Roads State-of-Good-Repair capital program result in a ratio of 2.5. These ratios are based on the significant growth in assets that Halton has been experiencing as a growing community, and additional operating contributions provided, as discussed further below.

The Region has significant assets particularly in water, wastewater, roads, and waste management that are highlighted below. As of December 31, 2023, the total net book value of these assets was \$5.4 billion. The replacement value of these assets would be significantly higher.

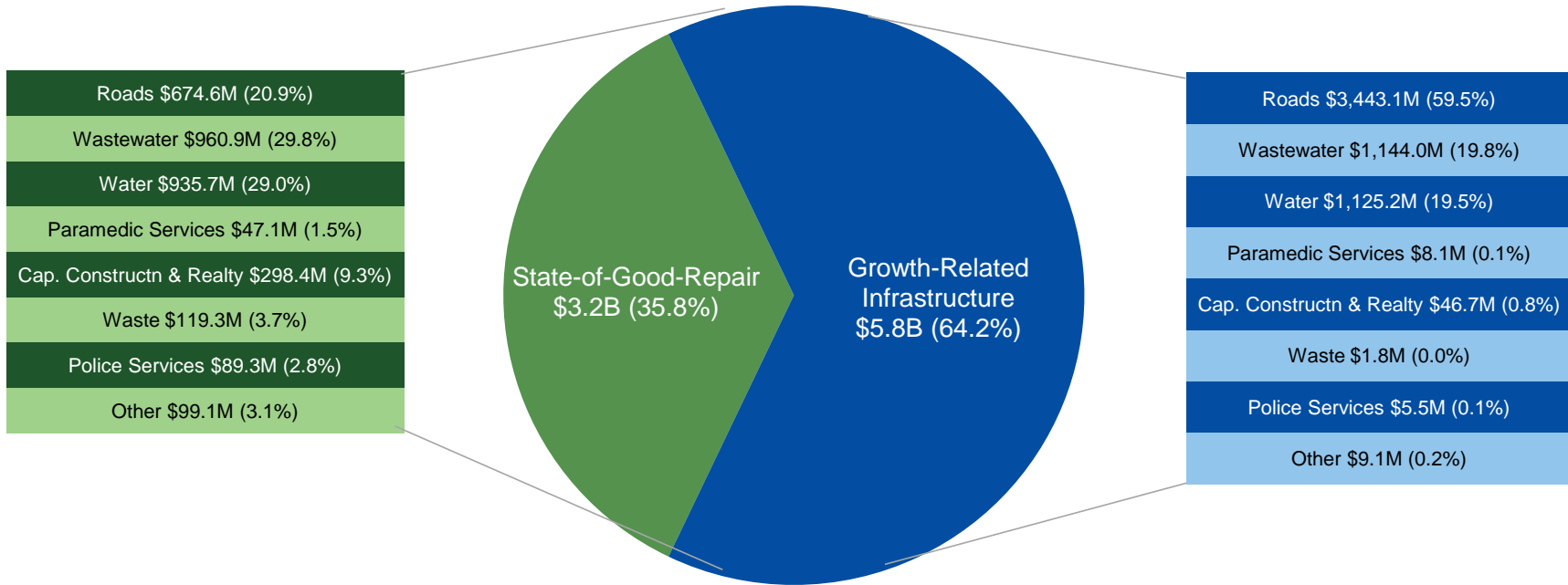
Assets - Net Book Value (\$ Millions)			
	2022	2023	Change
Water and Wastewater	\$ 3,557	\$ 3,627	\$ 70
Roads	1,082	1,116	35
Waste Management	72	72	0
Other*	440	571	131
Total	\$ 5,151	\$ 5,387	\$ 236

* Includes Corporate Facilities, Social Housing, etc

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

2025-2034 Total Capital Expenditures: \$9.0B

(\$5.5 billion for approval as part of the 2025 Budget & Business Plan, \$1.6 billion for 2023 Allocation Program and \$1.9 billion for Masterplan estimates for 2032, 2033 & 2034)



Schedule may not add due to rounding

- Includes estimates for 2023 Allocation program for 2025 to 2026 (\$1.6 billion total; \$0.4 billion for Water, \$0.5 billion for Wastewater and \$0.7 billion for Roads)

- Includes estimates for 2032, 2033 & 2034 (based on 7 year avg. from 2025 to 2031) (\$1.9 billion total; \$0.3 billion for Water, \$0.4 billion for Wastewater and \$1.2 billion for Roads)

As shown in the table below, the operating contributions to fund reserves included in the 2025 Budget in support of the entire State-of-Good-Repair capital program (excluding Police) totals \$247.9 million.

Transfer to Reserves (\$000s)			
	2024	2025	Change
Public Works			
Water & Wastewater*	\$ 128,107	\$ 146,591	\$ 18,484
Roads**	47,782	51,990	4,208
Waste Management	7,977	12,732	4,756
Sub-Total	\$ 183,866	\$ 211,314	\$ 27,448
Non-Public Works			
Capital Construction & Realty	7,796	8,263	467
Health	3,345	3,901	556
Social & Community Services	2,331	2,331	-
Social Housing	7,650	11,665	4,015
Digital & Information Systems	5,126	5,321	195
Corporate Services	1,028	1,064	36
Vehicles	1,742	1,999	257
Waterfront Master Plans	3,459	2,076	(1,383)
Sub-Total	\$ 32,475	\$ 36,620	\$ 4,145
Total	\$ 216,341	\$ 247,933	\$ 31,593

* Excludes Vehicles, Digital & Information Systems related costs, and interest earnings; Includes Infrastructure Planning & Policy

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

Schedule may not add due to rounding

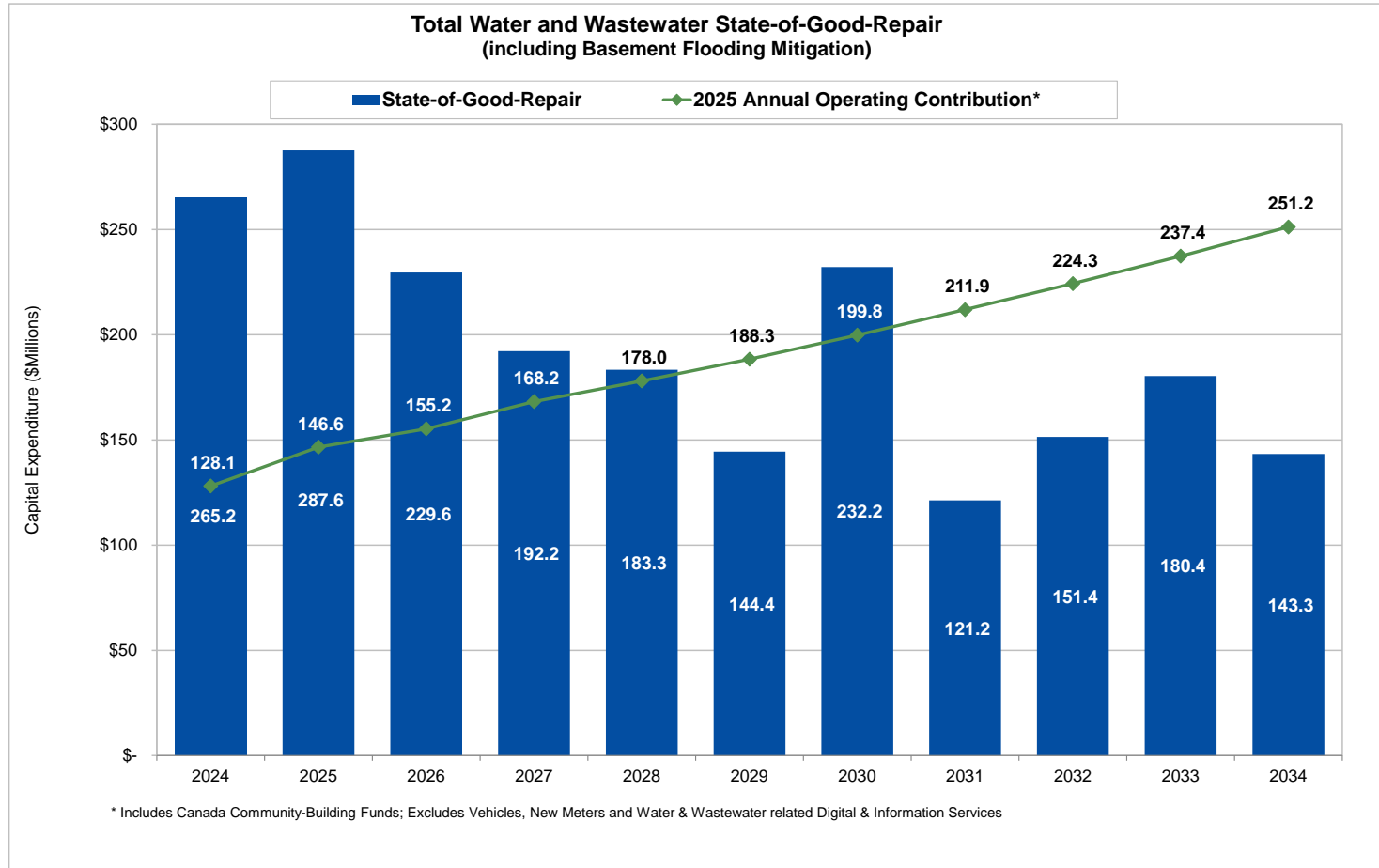
The \$247.9 million in operating contributions to reserves (including \$19.5 million of Canada Community-Building Funding) is a \$31.6 million increase compared to the 2024 transfers, driven primarily by a \$18.5 million increase to support the Water and Wastewater State-of-Good-Repair capital program. The remaining operating transfer increases are primarily driven by Roads (\$4.2 million), Social Housing (\$4.0 million) and an increase to the Waste Management transfer (\$4.8 million). It is projected that the operating contributions will continue to increase throughout the forecast as the Region's infrastructure continues to expand, and the Region continues with a pay-as-you-go financing strategy for its State-of-Good-Repair capital program. The State-of-Good-Repair capital program remains a significant driver of the tax-supported and rate-supported programs throughout the 10-year forecast.

Water and Wastewater

The operating contributions included in the 2025 Budget in support of the Water and Wastewater State-of-Good-Repair capital program total \$146.6 million. These contributions are a \$18.5 million increase over the 2024 transfers to support the growing infrastructure base. As discussed above, based on the Region's

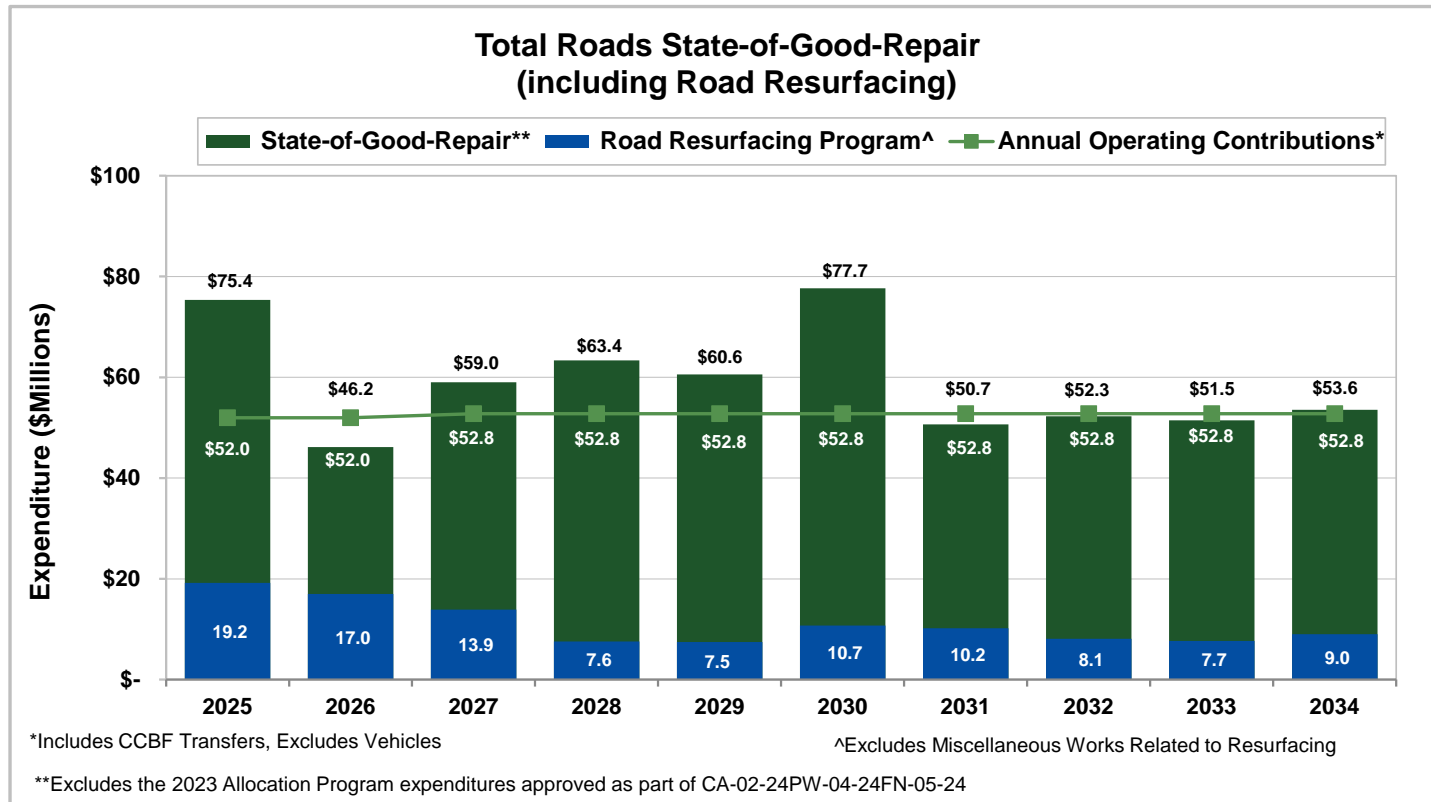
pay-as-you-go strategy and increasing asset base, it is projected that the operating contributions will continue to increase throughout the forecast. The State-of-Good-Repair capital program is a significant driver of the rate-supported program throughout the 10-year forecast requiring a 2.5% to 3.0% rate increase each year.

The following chart shows the projected operating contributions to reserves, compared to the expenditures that are required to keep the Water and Wastewater infrastructure in a state-of-good-repair. The appropriate level of operating contribution will continue to be refined based on the lifecycle models through the Halton Region Asset Management Roadmap Implementation Plan to ensure the proper maintenance of the Region's existing aging assets as well as the new assets constructed as part of the Region's Development-Related Capital Budget. The total operating contributions over the forecast period increase from \$146.6 million in 2025 to \$251.2 million in 2034 to address the impact of inflation on construction prices along with the long-term capital needs assessment in the lifecycle models.



Roads

The 2025 Budget includes \$52.0 million in operating contributions to support the Roads State-of-Good-Repair capital program, including roads resurfacing. The \$52.0 million includes \$42.0 million in regional funding and \$10.0 million of Canada Community-Building Fund funding. The \$52.0 million of operating transfers increased by \$4.2 million from the 2024 Budget. This \$4.2 million increase is due to a \$2.8 million increase for the operating transfers to support the State-of-Good-Repair capital program through the Asset Management Plan update and \$1.4 million increase in Canada Community-Building funding (CCBF) for Halton Region. As shown in the table below, the 2025 10-year Roads State-of-Good-Repair capital program with road resurfacing included in the budget and forecast for approval totals \$590.0 million.



Corporate Facilities and Housing

The 2025 Budget includes \$11.1 million to support the corporate facilities State-of-Good-Repair capital program, an increase of \$127,000 from the 2024 Budget. The Building Condition Assessments (BCAs) completed in 2024 were used to inform the 2025 Budget, as detailed in the Tax Overview section. The 2025 Corporate Facilities 10-year State-of-Good-Repair capital program totals \$97.3 million, with \$11.1 million in 2025. The 2025 10-year capital program incorporates \$20.5 million in the short-term forecast (years 1-2), \$28.3 million in the mid-term (3-5 years), and \$48.5 million in the long-term (years 6-10).

In 2024, the Region undertook BCAs for 54 social housing properties in Halton, representing 3,790 units, including HCHC-owned housing assets as well as the assets of other community housing providers and supportive housing environments under the Region's funding accountabilities. 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 2024. 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). The Region will continue to closely monitor the annual capital funding requirements of the social housing providers to ensure the housing stock is maintained in a state-of-good-repair. The 2025 10-year Capital Plan forecast for HCHC owned housing assets is primarily based upon BCAs and energy audits completed in 2023.

The 2025 Budget includes a strategic investment for a Project Manager II to support the state-of-good-repair of the Region's corporate and HCHC facilities due to growth in the portfolio, an increase in program demand pressures and service level requirements. This role will also provide an experienced, dedicated resource to support the Region's corporate greenhouse gas emissions reduction target of net-zero by 2045.



Climate Change and the Environment

Halton Region is committed to protecting the environment and taking action to address climate change. Reducing our collective carbon footprint to mitigate the impacts of climate change is a priority which underpins all of the priorities detailed in **Halton's 2023-2026 Strategic Business Plan**. The Region continues its effort to reduce the carbon footprint of Regional operations to mitigate the impacts of climate change, and continues to ensure that Halton infrastructure and services are resilient and that risks associated with severe weather events are mitigated where possible. Halton Region's Corporate Climate Action Plan, which was endorsed by Regional Council through Report No. **CA-16-23**, is designed to achieve a greenhouse gas emissions target of net-zero by 2045. The Region will continue to support the Local Municipalities in their efforts to advance their community climate actions and targets, maximize residential waste diversion and partner with the Local Municipalities and Conservation Authorities to protect the environment.

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

- Basement Flooding Mitigation Program
- Emerald Ash Borer
- Flood Hazard Mapping
- Long-Term Water Meter Strategy
- Solid Waste Management Strategy

Basement Flooding Mitigation Program

As reported through Report No. **PW-25-24** re: “July 15 and 16, 2024 Flood Response Update”, on July 15 and 16, 2024, properties throughout Halton were impacted by stormwater flooding and wastewater system surcharging. Halton Region continues to implement the Region-Wide Basement Flooding Mitigation Program as set out in Report No. **PW-18-16** re: “Region-Wide Basement Flooding Mitigation Program”, which was established to reduce public and private sources of inflow and infiltration from entering Halton Region’s wastewater collection system and build resiliency in the wastewater collection system to reduce the risk of future basement flooding. As noted in Report No. **PW-08-22** re: “Basement Flooding Mitigation Program”, Halton Region has invested over \$78 million in the areas of system performance monitoring, sewer system optimisation, and private side inflow and infiltration reduction.

The 2025 Operating Budget includes \$620,000 for residential flood mitigation subsidies and \$60,000 for the Region’s Ex-Gratia Grant program. The actual demand for the subsidies and grants can be significantly impacted by intense rainfall events, which have been occurring with increasing frequency in communities across Ontario, Canada, and worldwide. The budget for subsidies is based on historical uptake of flooding subsidy programs, however actual payments will be based on the number of eligible applications that are received.

Over the coming months, staff will perform more in-depth analysis to better understand how Halton Region’s wastewater system responded to the July 2024 storm events in each affected area. This information, along with the findings collected from in-home inspections and any household drainage surveys completed, will provide valuable insight into the cause of wastewater system surcharge and will be crucial to determining the next steps to further mitigate the risk of basement flooding. It will also be key that Halton Region continues to work with City of Burlington (and all of our local partners) to properly identify the stormwater system impacts on the wastewater system in this area and others, to also identify any required remediation on the stormwater system. This analysis will inform future initiatives to further reduce the risk of basement flooding wastewater system surcharging throughout Halton.

Staff will report back to Council in 2025 with the results of the analysis, and any future financial impacts will be incorporated into the budget through the annual budget process for Council’s consideration. The 2025 Budget includes capital project funding of \$5.7 million for various state-of-good-repair projects across the Region directly targeting wastewater system performance and basement flooding.

Emerald Ash Borer

Emerald Ash Borer (EAB) is a non-native invasive insect species to Canada, first identified in 2002, that kills healthy, native North American ash trees. Through Report No. **FN-19-17** re: “Emerald Ash Borer Funding Request from Conservation Halton”, Council approved Conservation Halton’s Forestry Business Case which set out a 10-year EAB management program on Conservation Halton lands within Halton Region at an estimated cost of \$8.4 million. The funding required in the forecast period is considered as part of the Region’s annual budget process. In 2025, it is expected that the Region will fund a total of \$794,000 from the Tax Stabilization reserve for the Conservation Halton EAB program.

Flood Hazard 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. Conservation Halton has revised the program name of “Floodplain Mapping Program” to “Flood Hazard Mapping Program”, to better reflect the mandatory programs and services that Conservation Halton must deliver as it relates to natural hazards, as well as the work that Conservation Halton is responsible for undertaking through its mapping, regulatory, and planning programs. Conservation Halton is requesting a total of \$677,000 in the 2025 Budget for flood hazard mapping. Of this amount, \$525,000 will be financed through a capital account (account T5230A - Conservation Halton – Flood Hazard Mapping), and will continue to be funded from the Tax Stabilization reserve, and \$152,000 related to a staff position to accelerate the project will be funded through a benefit-based municipal levy in the operating budget. Conservation Halton also included

a one-time request in the 2025 Budget for a new benefit-based municipal levy that is included in the operating budget for \$106,000 to complete two technical studies to support the development of an updated watershed plan for Sixteen Mile Creek.

Long-Term Water Meter Strategy

As reported to Council in Report No. **PW-12-23/FN-19-23** re: “Advanced Metering Infrastructure Project – Update”, deployment of the Advanced Metering Infrastructure (AMI) system network is complete, with residential and business AMI meter installations anticipated throughout 2024-2026. Through the utilization of AMI technology, the water and wastewater system will become more efficient through improved system performance monitoring, which is projected to result in less water being wasted and positive environmental impacts. Improved access to data will allow the proactive identification of leaks and other issues and is anticipated to result in enhanced customer service and a reduction in the number of meter reading issues and service calls to which meter technicians respond.

Solid Waste Management Strategy

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

As reported through Report No. **PW-14-24** re: “Solid Waste Collection Future Levels of Service”, Halton Region will be procuring new waste collection contracts for services starting in 2026-2027. As part of a key initiative in the Solid Waste Management Strategy, and in preparation for the new residential waste collection contract, Halton Region undertook an Automated Cart Demonstration Project with collection beginning in October 2023. Report No. **PW-15-24** re: “Automated Collection Demonstration Project Update”, cited overall successful findings from the demonstration project that included enhanced operational efficiency, reduced roadside litter, and positive resident sentiment towards wheeled cart collection. Based on the results of this project, and as endorsed through Report No. **PW-14-24**, the request for proposal for the next residential waste collection contract to start in 2027 will include an automated wheeled cart waste collection system. Switching to automated collection will help achieve operational efficiencies, result in enhanced worker safety and retention, promote environmental sustainability, and provide a more user-friendly solution for residents to encourage proper waste segregation. A report will be provided to Regional Council in Spring 2025 on the award of the solid waste collection contract, and multi-year education and communication strategy.

As reported to council through Report No. **PW-08-24** re: “Blue Box Transition Period (April 1 to December 31, 2025)”, Halton Region’s transition of the Blue Box program to full Producer responsibility is scheduled to take place from April 1, 2025 to December 31, 2025, and on January 1, 2026, Halton Region will no longer be responsible for collecting Blue Box materials from residences. Savings of \$4.5 million associated with the transition of the Blue Box program to producer responsibility are reflected in the 2025 Budget, which have been fully offset with a capital transfer to provide funding for the automated wheeled cart collection program. As reported through Report No. **PW-13-24** re: “Miller Waste Systems Inc. Contract Extension for the Collection of Solid Waste in Halton Region”, the transition of the Blue Box program to full producer responsibility has put additional pressure on the waste management system as it moves from an integrated to a segregated system, and the waste management industry has also been impacted by rising inflation, limited availability of resources and supply chain constraints, and increases in the costs of labour, insurance, bonding and overhead costs. A trend of higher collection contract costs has been reflected in recently awarded contracts for other Ontario municipalities, who have experienced significant price increases for new contracts compared to their existing collection contracts. It is expected that given these cost trends, the Waste Management budget will be under significant pressure in future years.



Excellence in Government

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

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

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

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, 1997* (DCA), by the cost of growth-related capital requirements or the risks related to finance these costs. To achieve this objective, while accommodating Provincial growth targets, Council requires a financing plan be approved prior to the accommodation of new growth.

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

On February 14, 2024, Council approved the 2023 Development Financing Plan presented in Report No. **CA-02-24/PW-04-24/FN-05-24**, which included the release of a minimum of 29,787 units (approximately 16,426 Single Detached Equivalents (SDEs)) in Halton, without financial impact to the existing taxpayers to the extent possible under the DCA. In addition, as part of this program, staff allotted an additional 5,000 units (approximately 2,760 SDEs) of servicing capacity for a Special Purpose pool similar to the 2020 program. This pool will be used to facilitate developments of key public interest, such as unlocking new school sites. To provide flexibility to complete projects expeditiously to meet the housing pledges by 2031, Report No. **CA-02-24/PW-04-24/FN-05-24** included approval of water, wastewater and roads development related infrastructure from 2023 to 2026 and is detailed in Appendix C of the **2025 Capital Report** under separate cover. For an appropriate representation, the 2025 Budget and Business Plan includes estimated expenditures for 2025 and 2026 from the 2023 Allocation Program when presenting the 2025 capital budget and ten-year capital forecast. Estimates have been made of the allocation program costs each year to provide a complete picture of 10-year capital expenses, however the approval of those works are not included in the 2025 Budget and Forecast. The 2025 Budget does however include approval for increased water, wastewater and roads development-related capital costs for the 2023 program that were not approved through Report No. **CA-02-24/PW-04-24/FN-05-24** and previous allocation programs with approved financing plans.

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

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

Despite Halton's rigorous process to develop its DC Background Study through its Master Plans, Growth Plans, developer consultations and consultant review, a significant amount of growth-related costs cannot be recovered under the current DCA as amended. As part of the current DC update process, staff identified and updated the capital costs that are not being recovered from growth based on the principle of "growth pays for growth".

The DCA creates a significant financial challenge for municipalities, as it does not satisfy the "growth pays for growth" principle by not allowing municipalities to recover the full cost of growth. DCA limitations, prior to Bill 23, have resulted in an estimated funding gap of **\$15.5 million** average per year and a tax impact of 4.8% on the Regional portion of property taxes to the residents of Halton. The funding gap consists of:

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

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

Bill 23 contained considerable changes to the DCA that resulted in drastic impacts to municipal finances, particularly in growing municipalities such as Halton Region. The majority of changes result in the reduction of DC revenue being collected. In April, 2024 the Province introduced Bill 185 which was enacted on June 6, 2024. This legislation repealed the mandatory 5-year phase-in of the DC, reduction to the time limit on the DC rate freeze and the reinstatement of the growth studies as a DC eligible service, which were all welcomed changes that lessened the impacts of Bill 23.

Current changes to DCA enacted since 2022:

- removing housing services as an eligible DC service (**loss of approximately \$50 million over 10 years**);
- exemption for non-profit housing. The impacts are unknown, however based on past approvals the impact is expected to be minimal;

- defer DC payments over 5 years from occupancy for long term care and rental housing, and reducing DCs for rental housing. The impacts are unknown, and are expected to be minimal based on past take-up, however, if rental housing becomes more attractive to build, then this could result in a significant shortfall in the timing of future collections
- discount on rental housing based on the number of bedrooms. The impacts are unknown, however, if rental housing becomes more attractive to build, then this could result in a significant shortfall in future collections.
- exemption for affordable units was enacted on June 1, 2024 and is based on the bulletin that was released on May 1st, to set the market-based and income based thresholds that are to be used to determine the eligibility of a residential DC exemption. The impact is unknown as market conditions will determine if rental and ownership units are below the thresholds.
- Exemption for attainable residential units from DCs. It is still unclear what constitutes as an Attainable residential unit as the regulation has not been released and therefore the impact is unknown
- increasing average service level calculation from 10 to 15 years (extending the average service level to 15 years will potentially cap services at an even lower service level and increase costs to taxpayers). This change does not come into effect until the passing of a new DC by-law, however based on the current DC background study there currently is no impact; and
- exemption for Inclusionary Zoning. The impact of when this will be administered is not clear, as it requires a by-law under section 34 of the *Planning Act*.

Changes proposed through Bill 23 that have not been enacted:

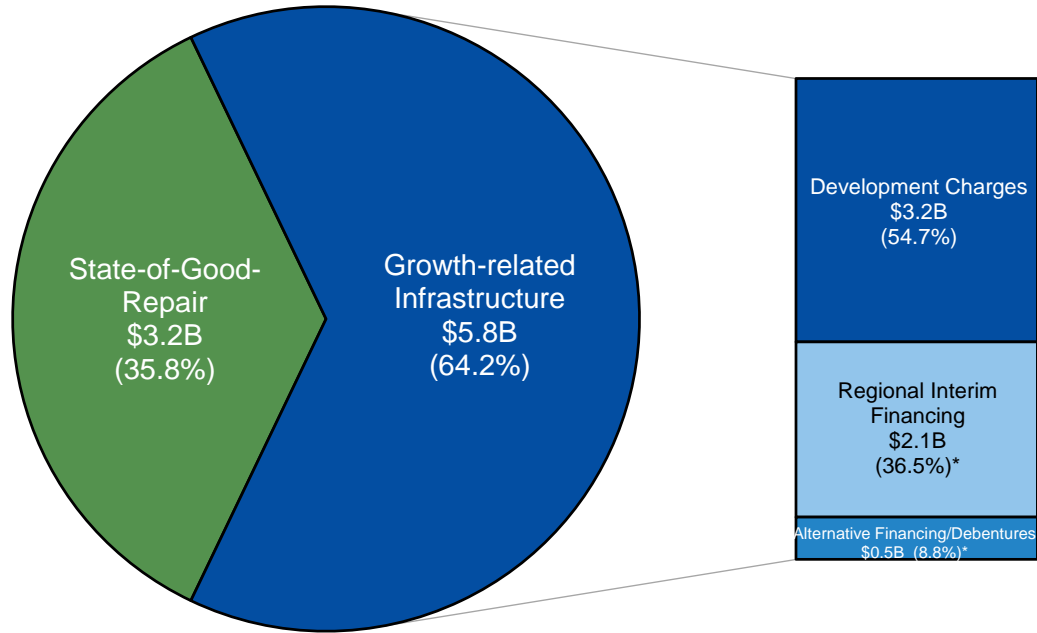
- removing cost to acquire land as a chargeable cost for certain services as prescribed (**magnitude unknown as this has not been prescribed. For example, if the Province was to prescribe land for roads services, the loss based on the current DC by-law would be approximately \$400 million over 10 years**);

Removing DC eligible services, providing exemptions and discounts will reduce the amount of DC collection and the ability to fund capital works. Without alternate sources of funding, the changes to the DCA will impact the timing of delivery of infrastructure required to deliver the Province's 1.5 million new homes target and could have a significant negative impact on existing taxpayers. The loss of revenue related to the changes in legislation since Bill 23 will continue to be monitored and reported as part of the annual Statement of DC Reserve Funds. As detailed in Report No. **FN-15-24** re: "Statement of 2023 Development Charges Reserve Funds" the loss since 2022 is \$3.7 million. The 2025 Budget aims to mitigate some of these impacts by increasing the contributions to housing by \$4 million, building on the \$1 million increase in 2024, to fully address the removal of housing services as a DC eligible service.

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

2025-2034 Total Capital Financing: \$9.0B

\$5.5 billion for approval as part of the 2025 Budget & Business Plan and \$1.6 billion for 2023 Allocation Program and \$1.9 billion for Masterplan estimates for 2032, 2033 & 2034)



* To be financed from future development charges

Schedule may not add due to rounding

- Includes estimates for 2023 Allocation program for 2025 to 2026 (\$1.6 billion total; \$0.4 billion for Water, \$0.5 billion for Wastewater and \$0.7 billion for Roads)

- Includes estimates for 2032, 2033 & 2034 (based on 7 year avg. from 2025 to 2031) (\$1.9 billion total; \$0.3 billion for Water, \$0.4 billion for Wastewater and \$1.2 billion for Roads)

2020 Allocation Program

The 2020 Allocation Program Update as per Report No. **LPS14-23/PW-13-23/FN-20-23** includes the release of 18,969 Single Detached Equivalents (SDEs) in Halton and includes water, wastewater and roads projects approved in budgets between 2018 and 2022. As part of the development of the 2025 Capital Budget, the timing and costs estimates for projects within the 2020 Allocation Program were reviewed and updated where required. The changes were predominately driven by land acquisition, updated cost estimates as projects progress through project advancements, inflation and supply and contractor constraints. The gross \$1.5 billion project list included in Report No. **FN-46-19/PW-50-19/LPS112-19**, and updated as part of the 2025 Capital Budget & Forecast.

Below is a summary of the adjustments to the 2020 Allocation Program, which is detailed in Appendix B of the **2025 Capital Report** under separate cover.

Summary of 2020 Allocation Program (\$000s)				
Per FN-46-19/ PW-50-19/ LPS112-19	Cost Changes/ Cancelled	Reprogrammed Beyond 2022	Total Revised 2020 Program	Difference
\$ 1,488,849	\$ 952,569	\$ (419,573)	\$ 2,021,845	\$ 532,996

The net impact of the adjustments to the 2020 Allocation Program is an increase of \$533.0 million since the introduction of the program, of which \$33.7 million is included in the 2025 Budget as itemized in Appendix B of the **2025 Capital Report** and \$499.3 was approved previously. The significant project cost increases in the program materialized through scope changes, project advancements, inflation and supply and contractor constraints. The cost increases have been offset by an increase of SDE's in the 2020 Allocation Program through top-up provisions and revenue from the 2023 Allocation Program to address the shortfall (commitments).

2023 Allocation Program

In response to the financial climate, municipal housing pledge targets of 92,500 (which is over a 70% increase over residential growth originally anticipated), and accelerated infrastructure, a financing plan was developed which ensured financial capacity was available. As noted earlier, the 2023 Allocation Program was approved by Council in February 2024 through Report No. **CA-02-24/PW-04-24/FN-05-24**. This report approved the water, wastewater and roads expenditures to 2026, and are not subject for Council approval in 2025. Although these expenditures are not part of the 2025 budget, they have been estimated and included in the 2025 Budget and Business Plan for an appropriate representation, reflecting the significance of the approved program. This budget does however include a Council approval request for increases to projects reported in Report No. **CA-02-24/PW-04-24/FN-05-24**.

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

Below is a summary of 2023 Allocation Program, which is detailed in Appendix C of the **2025 Capital Report** under separate cover.

Summary of 2023 Allocation Program (\$000s)							
	Report No. CA-02-24PW-04-24FN-05-24			Cost Changes* (2023-2026)	Changes to Future Approvals** (2027-2031)	Total Revised 2023 Program	Difference
	2023-2026	Future Approvals 2027-2031	Total				
Expenditures	\$ 2,431,795	\$ 468,996	\$ 2,900,791	\$ 473,219	\$ (32,438)	\$ 3,341,572	\$ 440,781
Commitments	300,341	31,612	331,953			331,953	
Total	\$ 2,732,136	\$ 500,608	\$ 3,232,744	\$ 473,219	\$ (32,438)	\$ 3,673,525	\$ 440,781

* Cost change to the program since approval report no. CA-02-24PW-04-24FN-05-24 including the 2025 Budget increases

** Acceleration of future expenditure to the year 2025

Project cost increases including project advancement, inflation and supply and contractor constraints continue to be 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. The introduction of Infrastructure Dependent Units (IDUs), phasing and indexing of the DC's that were part of the agreement terms and conditions have offset these increases. As noted in Report No. [CA-02-24/PW-04-24/FN-05-24](#), additional units were provided in the program to respond to developer requests to have units ready once infrastructure/capacity was available. Any additional revenue from these Infrastructure Dependent Units (IDUs) are used to reduce the need for alternate or debt financing as well as cost increases in the program.

Provincial Funding

Provincial funding represents approximately 47%, of the funding for the 2025 Tax-Supported Budget. The 2025 Budget was prepared with the most current information available at the time, however there is uncertainty that could affect 2025 due to reviews currently being conducted by the Province on several programs and funding models, including the Ontario Public Health Standards and related funding.

As shown in the following table, Provincial funding in the 2025 Budget is increasing by \$78.5 million, or 22.9%, driven by an increase in Canada-Wide Early Learning and Child Care (CWELCC) System funding in Children's Services. The 2025 base budget for Provincial funding is \$419.6 million and includes \$776,000 in unconfirmed one-time COVID-19 funding to support COVID-19 response and recovery efforts in Public Health. The Ministry of Health has not yet communicated how COVID-19 response or recovery costs will be funded in 2025, however, it has funded most COVID-19 response and recovery one-time expenditures for the period of January to March 2024, and communicated that funding for the remainder of the year will be dependent on provincial budget decisions and funding availability. Staff continue to monitor expenditures, provide the Province with quarterly reports, and advocate for additional funding to support these essential services. In addition, \$2.5 million in provincial funding is included in the strategic investments. Of this amount, \$1.8 million is related to a confirmed funding from the Ministry of Long-Term Care to provide more hours of direct care for residents and additional Nurse Practitioners in the Long-Term Care homes. The remaining \$643,000 included in the strategic investments for Paramedic Services is anticipated based on the current funding model.

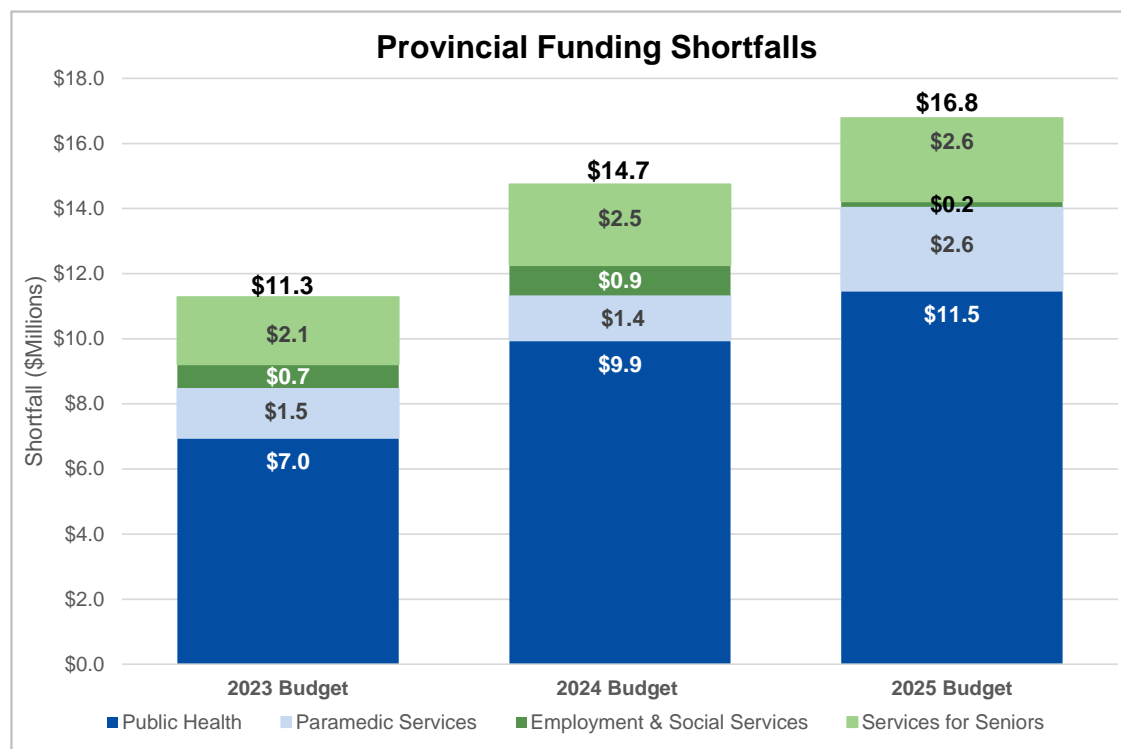
Provincial Funding by Program (\$000s)						
	2024	2025			Change in Budget	
	Total	Base	Strategic Investments	Total	Total	
Public Health	\$ 29,741	\$ 30,252	\$ -	\$ 30,252	\$ 511	1.7%
Public Health COVID-19 One-Time	2,015	776	-	776	(1,239)	-61.5%
Paramedic Services	27,698	28,557	643	29,200	1,502	5.4%
Children's Services	183,496	246,354	-	246,354	62,858	34.3%
Employment & Social Services	27,506	36,656	-	36,656	9,151	33.3%
Housing Services	18,609	18,280	-	18,280	(329)	-1.8%
Services for Seniors	54,136	58,405	1,814	60,219	6,083	11.2%
Road Operations	150	160	-	160	10	6.7%
Small Business Centre & Heritage Services	208	208	-	208	-	0.0%
Total	\$ 343,558	\$ 419,649	\$ 2,456	\$ 422,105	\$ 78,547	22.9%

Schedule may not add due to rounding

Provincial funding does not keep pace with increases in costs and growth, which create shortfalls requiring increased Regional contribution in order to maintain service levels. Provincial funding shortfalls are reflected in the 2025 Budget for the following program areas:

- As of January 1, 2020, the Province changed the funding formula for Public Health from a cost-share model with 100% and 75% Provincial funding for various programs, to 70% Provincial funding for all programs (excluding the Ontario Seniors Dental Care Program). Since the Region contributes more than 30%, Halton's 2020 and 2021 funding allocations were frozen. On August 23, 2023, the Province announced that effective January 1, 2024, it would restore annual base funding for public health units to the 75% Provincial / 25% Municipal cost-share ratio, with 1% annual funding increases over the next three years. Since Halton Region's funding was previously frozen and not reduced, it is anticipated that Halton Region's funding allocation will only be increased by 1% annually between 2024 - 2026. The 2025 Budget for Public Health's cost-shared programs with the Ministry of Health is funded based on 53% funding from the Province, and 47% from the Region, which reflects an increase of 3% in the Region's cost-share. Funding for the Healthy Babies Healthy Children (HBHC) program increased by \$511,000 in 2024, which was the first increase in funding for the HBHC program since 2013, after many years of increased contribution by the Region to fund increasing costs related to growth and inflation. The HBHC program is intended to be funded 100% by the Province, however with this increase, the current provincial funding provides 59% of the program costs, and the Region contributes 41% for the shortfall. In 2025, the Region will contribute \$11.5 million more than its share to compensate for shortfalls in Provincial funding to maintain essential services, which reflects an increase of \$1.5 million from the shortfall in the 2024 Budget.
- Provincial funding for Paramedic Services is intended to support a cost-share between the Province and the Region of 50/50, however, the 2025 Budget is funded based on a cost-share of 45% funding from the Province, and 55% from the Region, which reflects the current funding model that supports program growth but not inflation, resulting in a shortfall of \$2.6 million.
- In Services for Seniors, the majority of Provincial funding is provided for the Long-Term Care (LTC) homes by the Ministry of Long-Term Care (MLTC) on a per bed, per day basis. The funding is adjusted to reflect the Case Mix Index (CMI) of the home, which is a numeric value assigned to a LTC home used as a measure of the care requirements of residents. The MLTC re-indexes the funded portion of the calculated CMI annually, which results in a growing gap between the required level of funding, and the funding received. The projected shortfall resulting from the difference between the calculated CMI and the funded CMI is \$2.6 million in the 2025 Budget.
- In Employment & Social Services, provincial funding is provided for Ontario Works (OW) benefits, OW cost of administration, and Employment programs. The Province fully funds the discretionary and mandatory benefits associated with the OW program, and the cost of administration for the OW program is intended to be cost-shared 50/50 with municipalities. Provincial funding for the OW cost of administration and Employment Assistance programs is increasing by \$1.6 million in 2025 to recognize the increase in case loads, which is the first increase in funding for these programs since 2018. The increase in funding has reduced the shortfall to \$170,000 in the 2025 Budget, which reflects 48% funding from the Province and 52% from the Region.

As shown in the following chart, the total shortfall that the Region will need to fund that is more than its proportionate share is increasing by \$2.1 million to a total of \$16.8 million in the 2025 Budget. This \$16.8 million shortfall equates to a 5.2% tax impact.



Through the COVID-19 pandemic, the budget included anticipated increases in provincial base funding to support critical investments in the ongoing work that would continue post-pandemic due to needs identified in Public Health and Long-Term Care, however the actual increases received have been significantly lower. This resulted in a gap of \$3.4 million that was reported in the 2024 Budget between the budget and the latest confirmed funding allocations in Public Health and Long-Term Care at the time.

- Higher than anticipated level of care and other funding increases were received in Services for Seniors for the 2024-25 fiscal year, which enabled the elimination of the budget funding gap of \$819,000 for Long-Term Care in the 2025 Budget. The funding included in the 2025 Budget for Services for Seniors now aligns with the latest funding confirmations.
- The 2025 Budget includes a budget funding gap of \$2.3 million for Public Health. This has not been addressed in the 2025 Budget, as the Province’s review of the Ontario Public Health Standards is currently underway, and a new funding formula is expected to be released in Spring 2025 with implementation starting in January 2026. Once the results of the review and new funding formula are released, staff will review the impacts and work to align the Public Health budget with the standards and new funding formula for reflection in the 2026 Budget and Business Plan.

As reported through Report No. **SS-14-24**, the new provincially-mandated cost-based funding model for the Canada-Wide Early Learning and Child Care (CWELCC) program effective January 1, 2025 reflects a transformational shift from the current model. Under the current funding model, provincial funding was not adequate to meet the needs of the community and therefore the Region provided funding in excess of the required cost-share. The 2025 Children’s Services Budget includes a total of \$10.5 million in Regional contribution, \$3.5 million of which is the legislative cost-share requirement, and \$7.0 million is the additional investment above the

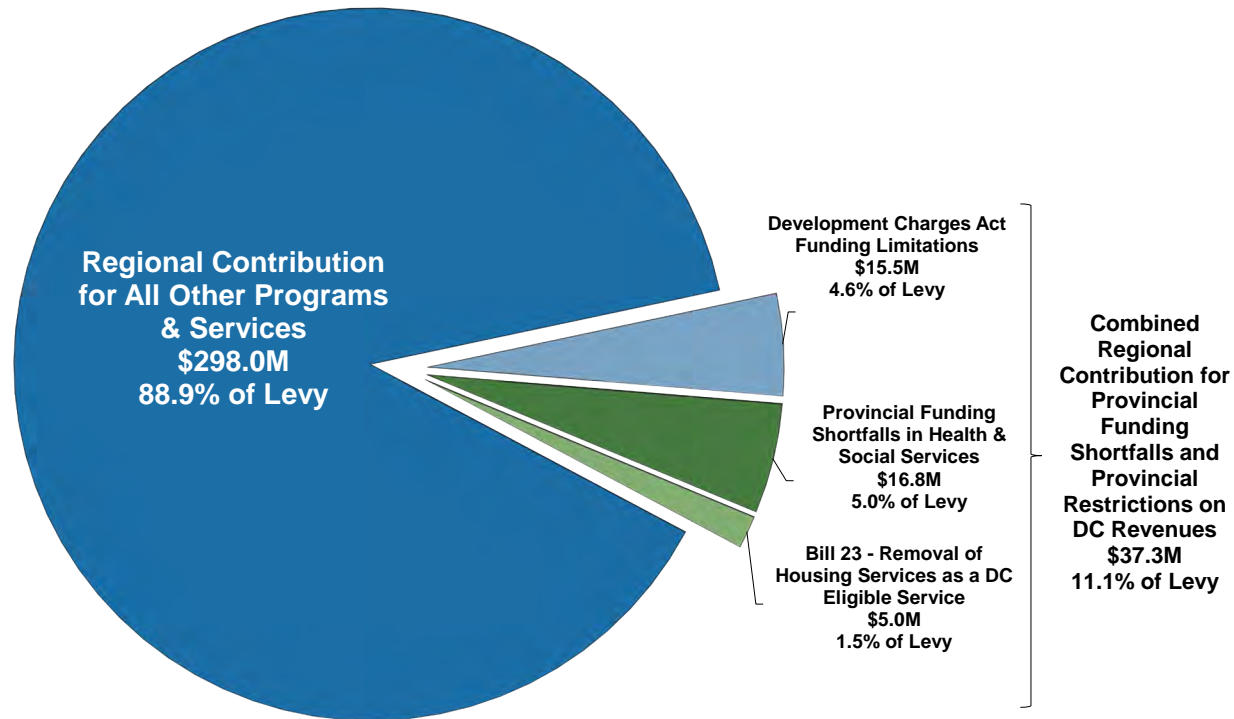
legislated requirement. While the full impacts of the new funding model are being determined, the Children’s Services 2025 Budget has been prepared based on the Region’s funding for the program being maintained at the 2024 Budget level. Opportunities to reduce the over-contribution will be investigated in future years with the implementation of the new CWELCC funding model.

Combined Impact of Provincial Funding Shortfalls and Provincial Restrictions on Development Charge Revenues

As shown in the following chart, out of the total 2025 levy required for Regional tax-supported services of \$335.3 million, **\$37.3 million** in Regional contribution, or 11.1%, is required to fund shortfalls and restrictions on development charges. This represents a total tax impact of **11.6%** which is comprised of:

- Excluding Bill 23 impacts, an estimated funding gap of **\$15.5 million / tax impact of 4.8%** as a result of the *Development Charges Act* limitations related to recovering the full cost of growth
- A Provincial funding shortfall of **\$16.8 million / tax impact of 5.2%** for cost-shared programs in Health & Social Services where the Provincial funding received is less than the prescribed cost-share level, requiring increased Regional contribution in order to maintain service levels
- The 2025 Budget includes **\$5.0 million / 1.6% tax impact** in Regional funding for new assisted and supportive housing, fully offsetting the loss of development charge revenues as a result of the removal of housing services enacted through Bill 23.

2025 Levy for Regional Tax-Supported Services (Excluding Police Services) \$335.3M



In addition to the funding shortfalls and restrictions noted above, there are impacts related to the DCA since the enactment of Bill 23 that have not been included in the 2025 Budget and Business Plan, given the current level of uncertainty. As impacts are realized, the loss of revenue related to the changes in legislation since Bill 23, will be reported as part of the annual Development Charges Reserve Fund Report. The losses experienced up until the end of 2023 was \$3.7 million as detailed in Report No. **FN-15-24**.

Digital Strategy Implementation

A key strategic objective approved by Regional Council includes the delivery of high-quality digital services to residents and businesses. To achieve this objective, the Region has developed “Digital First: A Digital Strategy for Halton Region” (Report No. **ST-07-21** re: “Digital Strategy and Audit and Accountability Fund Update”). The strategy provides the framework to enhance digital services by transforming business processes and services to ensure complete, high-quality online service delivery. To support the successful implementation of the Digital Strategy, a significant investment in digital technology services, including cloud and subscription-based services, will be required to enhance digital services. The 2025 Operating Budget includes a \$2.6 million increase in software costs including \$533,000 for Microsoft 365 (M365) licenses, \$500,000 for Salesforce, \$455,000 for enhancements to support the Region’s ERP system, SAP, including upgrading to S/4HANA Cloud subscriptions, \$425,000 for the cybersecurity program and \$650,000 for other software licensing cost increases and enhancements. In addition, the 2025 Capital Budget includes \$5.25 million to support Information Technology and the Digital Strategy. Included in this is \$3.0 million for SAP transformation which aims to modernize and automate Halton’s Human Resource services and financial management processes, \$1.75 million for the Salesforce Implementation, and \$0.5 million for the Information Management Strategy.

Strategic investments are proposed to support the Region’s Digital Strategy through the implementation and ongoing support of the M365 platform and to support the SCADA Master Plan in conjunction with Public Works. An M365 Product Manager is required to ensure maximum utilization of the M365 platform and sustainability of the product. This position will drive the vision, strategy and roadmap for the Microsoft 365 platform in alignment with the Digital Strategy, with a tax impact of \$162,000. A Network Analyst, SCADA position is required to monitor and analyze network performance across the Region’s LAN, WAN and wireless infrastructure, recommending enhancements to meet new or changing network demands and support Halton’s expanding physical, virtual and cloud data network services. The role is critical in implementing and supporting the SCADA Master Plan in conjunction with Public Works and will be fully recovered from the Rate budget, with a rate impact of \$133,000.

Regional Investments in Employment Lands

The 2025 Budget includes the Region’s continued investment in employment lands through its interim financing for non-residential growth as set out in Report No. **CA-02-24/PW-04-24/FN-05-24**. The Region has historically provided interim funding in recognition of infrastructure development being driven by residential development and delivered well in advance of non-residential requirements. To ensure that this interim financing does not affect tax or water and wastewater rates, the Region uses internal borrowing for related non-residential employment growth and external debt for growth in key employment lands. The Capital Investment Revolving Fund is used for the water and wastewater growth program and the Tax Capital reserve is used for the Transportation program. The Region provides an annual operating contribution of \$14.3 million to the Capital Investment Revolving Fund in order to sustain the reserve fund capacity for interim financing.

By the end of 2024, the Region’s non-residential investment from the Capital Investment Revolving Fund is projected to be approximately \$354.4 million, while the investment from the Tax Capital reserve is projected to be \$356.5 million with an overall projected Regional investment of \$710.9 million. In 2011, the Region also invested, through the issuance of debt, \$106.0 million in water and wastewater infrastructure for the key employment areas (Milton Business Park 2, Oakville Winston Park West, and Halton Hills Premier Gateway Employment Area - 401 Corridor). These Regional investments will be fully reimbursed (including interest) from the collection of DCs as non-residential development proceeds in the future.

2025 Budget Summary

Gross Operating Budget – Regional Services Expenditures

The following table shows the breakdown of the gross expenditures in the total 2025 operating budget for Regional tax-supported and rate-supported services of \$1.2 billion by cost category.

Tax & Rate Gross Operating Expenditures by Cost Category (\$000s)						
	2024		2025		Change in Budget	
	\$	% of Total	\$	% of Total	\$	% of Total
Personnel Services	\$ 315,493	29.8%	\$ 338,434	28.7%	\$ 22,941	7.3%
Materials & Supplies	51,862	4.9%	54,156	4.6%	2,293	4.4%
Purchased Services	161,820	15.3%	156,221	13.2%	(5,599)	(3.5)%
Financial & Rent Expenses	7,945	0.8%	7,792	0.7%	(153)	(1.9)%
Grants & Assistance	261,596	24.7%	341,204	28.9%	79,608	30.4%
Transfers to Reserves & Recoveries	15,681	1.5%	12,240	1.0%	(3,441)	(21.9)%
Capital Financing	242,635	23.0%	270,815	22.9%	28,180	11.6%
Total Expenditures	\$ 1,057,033	100.0%	\$ 1,180,862	100.0%	\$ 123,828	11.7%

Schedule may not add due to rounding.

Personnel Services

The total budgeted compensation for Regional employees is \$338.4 million, accounting for 29% of the total gross operating expenditures (excluding Police Services). The breakdown of these costs is shown in the following table.

2025 Compensation Summary - Regional Total (Excluding Police Services)								
	Salary		Fringe Benefits & Other		Total		FTE	Relief Hours
2024 Approved Budget	\$ 240,059,171	-	\$ 75,433,364	-	\$ 315,492,535	-	2,476.4	199,296.6
2025 Increase	10,981,358	-	5,745,109	-	16,726,468	-	-	-
Subtotal	251,040,529	4.57%	81,178,473	7.62%	332,219,003	5.30%	2,476.4	199,296.6
In Year Adjustments	(292,175)	-	24,759	-	(267,416)	-	(5.0)	(1,827.0)
2025 Base Budget	250,748,354	4.45%	81,203,232	7.65%	331,951,587	5.22%	2,471.4	197,469.6
Strategic Investments	5,067,972	-	1,414,179	-	6,482,151	-	48.5	16,780.3
2025 Requested Budget	\$ 255,816,326	6.56%	\$ 82,617,411	9.52%	\$ 338,433,738	7.27%	2,519.9	214,249.9
Total Change	15,757,155	-	7,184,047	-	22,941,203	-	43.5	14,953.3

As shown above, compensation costs are proposed to increase by \$22.9 million, or 7.3%, which consists of a \$15.8 million, or 6.56%, net increase in salaries and a \$7.2 million, or 9.52%, increase in fringe benefits and other compensation expenditures.

- The 6.56% increase in salaries includes a 3.5% grid increase in the non-union pay band based on a pay-for-performance merit system and anticipated increases in union agreements for union employees, and an increase in the budgeted percentage of job rate (from 94.5% to 95.0%) to reflect actual trends. The 2025 Budget also includes a provision to review pay bands that were not addressed as part of the review undertaken and reflected in the 2024 Budget, to ensure all pay bands are aligned with market comparators and internal equity is maintained.
- In addition, the increase in salaries reflect the following changes related to full-time equivalents (FTEs):
 - Strategic investments for 48.5 FTEs and 16,780.3 relief hours for a total of \$5.1 million.
 - 1.0 FTE in Children’s Services was converted through an equivalent reduction of 1,827 relief hours.
 - Reduction of 6.0 FTEs to reflect the service delivery changes effective January 1, 2025 in Economic Development and Agriculture Sector Support Services as reported through Report No. **CA-22-24**.
- The increase of \$7.2 million in fringe benefits and other compensation expenditures primarily relates to an increase of \$1.4 million in strategic investments and the corresponding benefits associated with the salary increases outlined above.

The 2025 Budget includes an additional 48.5 FTE staff positions requested as strategic investments. Of the 48.5 FTEs, 35.5 FTEs will be either fully or partially funded by Provincial funding, reallocated base budget provisions, additional revenues or through the capital & HCHC budgets as follows:

- 14.0 FTEs and 4,124.0 relief hours include Provincial funding to fully fund the cost to provide increased direct care hours for residents in Long-Term Care
- 9.5 FTEs and 5,041.6 relief hours include provincial funding to partially fund the cost in Paramedic Services and Services for Seniors
- 7.0 FTEs will support capital programs and will therefore be partially or fully recovered from the capital budget
- 4.0 FTEs and 7,614.7 are fully funded through reallocated base budget provisions and additional revenues
- 1.0 FTE will support the growing number of units managed by HCHC, and will therefore be recovered from the HCHC budget

The remaining 13.0 FTEs will be funded through property taxes and water and wastewater rates, and will support strategic priorities and address pressures driven by growth and increased demand for services.

As discussed in more detail in the Tax Overview section, in the event that full-time staff who provide direct client care in areas such as Paramedic Services and Services for Seniors are absent from work for various reasons, there is a requirement to replace these staff with casual relief employees in order to maintain service levels. The hours required for backfilling these positions are budgeted as relief hours. The relief resources are budgeted based on the number of hours required in order to better reflect the nature of the resource needs. The 2025 Budget includes 214,249.9 relief hours, which reflects an increase of 14,953.3 from the 2024 Budget. The strategic investments propose the addition of 16,780.3 relief hours comprised of 5,041.6 relief hours to support Paramedic Services, partially offset with Provincial funding based on the current funding model, and 11,738.7 relief hours to support Long-Term Care, which is fully offset with Provincial funding. An in-year conversion of 1,827 relief hours to 1.0 FTE in Children’s Services reduces the increase to 14,953.3.

Materials & Supplies

The 2025 Budget for Materials & Supplies is \$54.2 million, which is a \$2.3 million, or 4.4%, increase from the 2024 Budget, largely driven by increases in the contract costs of food, medical and other supplies, and hydro costs due to increased rates. 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 2025 Budget for Purchased Services is \$156.2 million, which is a \$5.6 million, or 3.5% decrease from the 2024 Budget largely driven by a reallocation of \$8.5 million in expenditures in Children’s Services from Purchased Services to Grants, to align with the new CWELCC funding model effective January 1, 2025. In addition, savings of \$2.0 million in waste management contracts related to the Blue Box program have been reflected as a result of the transition to full producer responsibility in 2025 (the 2025 Budget includes a total of \$4.5 million in savings related to the transition of the Blue Box program to full producer responsibility; of the \$4.5 million, \$2.0 million related to savings in contract costs is reflected in Purchased Services, and \$2.5 million related to additional Blue Box funding is reflected in Program Revenues). Partially offsetting this are increases of \$2.6 million in software costs and computing services based on operational needs and to support the implementation of the Digital Strategy, \$867,000 inflationary contract increase on waste management contracts (excluding Blue Box), \$750,000 in Plant Maintenance at the Water and Wastewater Treatment Plants, and \$495,000 in road maintenance contracts reflecting inflationary increases and lane kilometre growth. All other costs have been reviewed in detail to mitigate the impact of these large increases. This cost category also includes property taxes, janitorial, landscaping, snow removal and building maintenance contracts.

Grants & Assistance

As shown in the following table, the 2025 Budget for Grants & Assistance is \$341.2 million, and largely includes grants provided through Children’s Services, Housing Services, Employment & Social Services, and the municipal levies provided to the Boards & Agencies. The 2025 Budget is increasing by \$79.6 million, or 30.4%, mainly due to an increase of \$70.5 million in Children’s Services to align with the latest confirmed funding allocation received from the Ministry of Education for the CWELCC program. The increased funding will be used to support reducing child care fees to a maximum of \$22 per day for families with children enrolled in existing CWELCC child care centres. Additional increases include \$7.9 million in Employment & Social Services due to a projected increase in Ontario Works caseload, \$633,000 in Housing Services due to increases in rent supplements and housing provider subsidies, an increase of \$613,000 in municipal funding to the Boards & Agencies, and an increase of \$500,000 in Human Services Planning & Program Support related to the strategic investment for the Halton Region Community Investment Fund which is partially offset with a reduction of \$415,000 to align with the funding allocation with the Building Safer Communities Fund. The decrease in the Small Business Centre & Heritage Services relates to the service delivery changes as discussed in Report No. **CA-22-24**.

Tax & Rate Grants & Assistance (\$000s)				
	2024	2025	Change	
Children's Services	\$ 158,752	\$ 229,253	\$ 70,501	44.4%
Housing Services	51,383	52,016	633	1.2%
Employment & Social Services	27,179	35,118	7,939	29.2%
Boards & Agencies	13,667	14,280	613	4.5%
Human Services Planning & Program Support	5,970	6,063	94	1.6%
Non-Program	3,201	3,201	-	0.0%
Water & Wastewater Services	834	834	-	0.0%
Waste Management	219	219	-	0.0%
Small Business Centre & Heritage Services	250	79	(171)	-68.4%
Public Health	71	71	(1)	-0.7%
Corporate Administration	71	71	-	0.0%
Total Grants & Assistance	\$ 261,596	\$ 341,204	\$ 79,608	30.4%

Schedule may not add due to rounding

Capital Financing

The 2025 Budget includes capital financing transfers of \$270.8 million, accounting for 23% of the total tax and rate gross operating expenditures (excluding Police Services). The breakdown of these costs is shown in the following table.

Transfer to Reserves (\$000s)			
	2024	2025	Change
Transfer to Reserves			
Public Works			
Water & Wastewater**	\$ 128,107	\$ 146,591	\$ 18,484
Roads*	47,782	51,990	4,208
Waste Management	7,977	12,732	4,756
Sub-Total	\$ 183,866	\$ 211,314	\$ 27,448
Non-Public Works			
Capital Construction & Realty	7,796	8,263	467
Health	3,345	3,901	556
Social & Community Services	2,331	2,331	-
Social Housing	7,650	11,665	4,015
Digital & Information Systems	5,126	5,321	195
Corporate Services	1,028	1,064	36
Vehicles	1,742	1,999	257
Waterfront Master Plan	3,459	2,076	(1,383)
Sub-Total	\$ 32,475	\$ 36,620	\$ 4,145
Total Transfer to Reserves	\$ 216,341	\$ 247,933	\$ 31,593
Net Debt Charges	8,383	3,569	(4,814)
Non-Program Transfers	17,911	19,312	1,401
Total Capital Financing	\$ 242,635	\$ 270,815	\$ 28,180

** Excludes Vehicle, Digital & Information Systems related costs, and interest earnings; Includes Infrastructure Planning & Policy

* Excludes Vehicle, Digital & Information Systems related costs, and interest earnings; Includes Infrastructure Planning & Policy

Schedule may not add due to rounding

As outlined in the table above, \$247.9 million is to support the State-of-Good-Repair capital program (excluding Police Services) and \$22.9 million in other transfers is primarily related to net debt charges (\$3.6 million) and non-program related transfers primarily related to the Revolving fund financing (\$19.3 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 2024 by \$4.8 million.

Gross Operating Budget – Regional Services Revenues

The \$1.2 billion gross operating budget for Regional Services (excluding Police Services) will be funded from a variety of sources as shown in the table below.

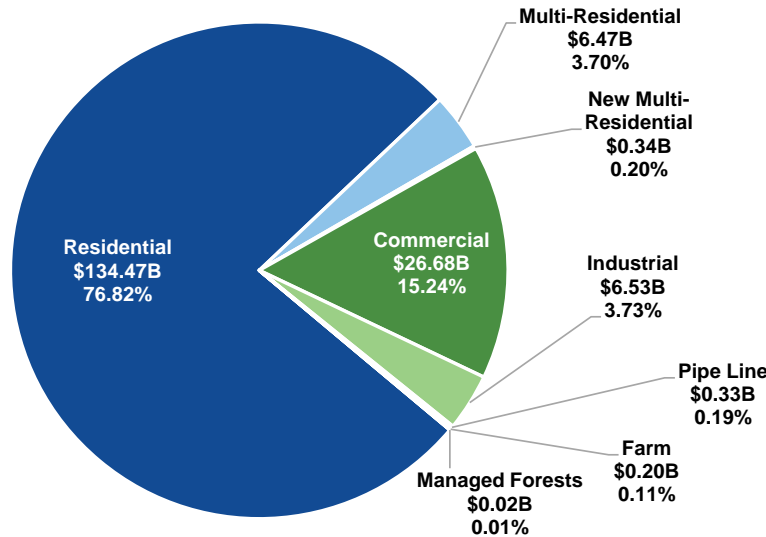
Tax & Rate Gross Operating Revenues by Funding Source (\$000s)						
	2024		2025		Change in Budget	
	\$	% of Total	\$	% of Total	\$	% of Total
Property Tax Revenue	\$ 321,948	30.5%	\$ 335,280	28.4%	\$ 13,333	4.1%
Water & Wastewater Rate Revenue	252,645	23.9%	268,337	22.7%	15,693	6.2%
Provincial Funding	343,558	32.5%	422,105	35.7%	78,547	22.9%
Federal Funding	24,285	2.3%	25,025	2.1%	740	3.0%
Program Revenue	41,635	3.9%	46,950	4.0%	5,316	12.8%
Other	5,663	0.5%	5,864	0.5%	201	3.5%
Investment Income	60,000	5.7%	70,000	5.9%	10,000	16.7%
Supplementary Taxes	7,300	0.7%	7,300	0.6%	-	0.0%
Total Revenue	\$ 1,057,033	100.0%	\$ 1,180,862	100.0%	\$ 123,828	11.7%

Schedule may not add due to rounding.

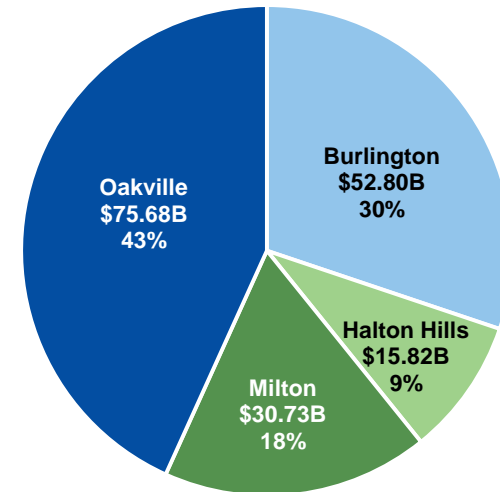
Gross operating revenues are increasing by \$123.8 million in 2025. The increase in provincial funding, mainly related to the CWELCC program in Children's Services, is the main driver of a slight shift in the allocation of revenues between 2024 and 2025.

- Property Tax Revenue** funds 28.4% of gross expenditures for Regional Services, the increase for which is generated from a 2.3% tax rate increase and 1.8% assessment growth. Property tax rates are calculated by taking the Regional levy requirement and dividing it by the taxable weighted assessment. For the 2024 taxation year, Halton Region had a total of \$175.0 billion in taxable weighted assessment. The following pie charts show the breakdown of the 2024 taxable weighted assessment by property class as well as local municipality.

2024 Taxable Weighted Assessment by Property Class: \$175.0B



2024 Taxable Weighted Assessment by Local Municipality: \$175.0B



- Water and Wastewater Rate Revenue** funds 22.7% of gross expenditures, the increase for which is generated from a 5.5% rate increase and 1.4% customer growth.
- Provincial Funding** funds 35.7% of gross expenditures and is primarily used to fund cost-shared Health and Social & Community Services programs. As shown in the table below, there is an increase of \$78.5 million, or 22.9%, anticipated in the 2025 Budget, mainly related to the increase in CWELCC funding in Children's Services. Provincial funding is expected to be \$422.1 million in total, which includes \$2.5 million in funding anticipated in the strategic investments for Paramedic Services and Services for Seniors.

Change in Provincial Funding 2024-2025 (\$000s)		
Program	Funding	2024-2025 Change
Public Health	One-Time COVID-19 Response & Recovery*	(1,239)
	Healthy Babies Healthy Children	511
	Subtotal	(728)
Paramedic Services	Base Funding	853
	Strategic Investments	643
	Community Paramedicine	6
	Subtotal	1,502
Children's Services	Canada-Wide Early Learning and Child Care	62,815
	Ministry of Children, Community & Social Services Special Needs	43
	Subtotal	62,858
Employment & Social Services	Ontario Works Employment Assistance	520
	Ontario Works Cost of Administration	1,030
	Ontario Works Benefits	7,604
	Employment Ontario Program (Ontario Job Grant)	(3)
	Subtotal	9,151
Housing Services	Federal Block Funding	(225)
	Investment in Affordable Housing (IAH-SIF)	(53)
	Anti-Human Trafficking (AHT)	(51)
	Subtotal	(329)
Services for Seniors	Community Support Services	484
	Level of Care & Other Funding at the Long-Term Care Homes	1,166
	Direct Care Hours Base Funding	2,619
	Strategic Investment: Direct Care Hours Funding	1,562
	Strategic Investment: Nurse Practitioner Funding	252
	Subtotal	6,083
Road Operations	Aggregate Resource Trust	10
	Subtotal	10
Total Change in Provincial Funding		\$ 78,547

*Funding not confirmed.

All other funding changes are based on current funding models or allocations

- **Federal Funding** is increasing by \$740,000, or 3.0%, mainly driven by an increase of \$1.4 million in Canada Community-Building Fund (CCBF) funding, partially offset with decreases of \$209,000 in Reaching Home and \$444,000 in Building Safer Communities funding.

- **Program Revenues** are increasing by \$5.3 million, or 12.8%, mainly due to an increase of \$2.5 million in funding related to the transition of the Blue Box program to full producer responsibility in 2025 (the 2025 Budget includes a total of \$4.5 million in savings related to the transition of the Blue Box program to full producer responsibility; of the \$4.5 million, \$2.0 million related to savings in contract costs is reflected in Purchased Services, and \$2.5 million related to additional Blue Box funding is reflected in Program Revenues). Additional increases include \$903,000 in resident fees at the LTC homes based on an inflationary fee increase and trends, administration fees of \$798,000 to support the HCHC portfolio, and \$550,000 in Industrial Waste revenues to reflect an increase in the number of sanitary discharge and overstrength agreements.
- **Other Revenue** is comprised of *Provincial Offences Act*, payment-in-lieu of taxes, railway right-of-way, and local improvement revenues. The 2025 Budget is increasing by \$201,000 driven by an increase to reflect actual trends in payment-in-lieu of taxes revenues.
- **Investment Income** is increasing by \$10.0 million, or 16.7%, to a total of \$70.0 million to reflect the strong performance of the Region's investment portfolio over the past few years. The increase in investment income is being utilized in the 2025 Budget to fund critical increases in capital financing to support the Comprehensive Housing Strategy to offset the loss in Development Charge revenues (\$4.0 million), and the Roads (\$2.8 million) and Water & Wastewater (\$3.2 million) state-of-good-repair capital programs. Of this revenue, \$42.9 million will be transferred directly to finance the Region's State-of-Good-Repair capital programs, and the remaining \$27.1 million will support the tax (\$18.7 million) and rate (\$8.4 million) supported operating budgets to offset the impact of capital financing. The gross revenue budget for investment earnings is based on general economic trends, the mix of investments in the Region's portfolio, and the fluctuating balances in reserves, reserve funds and the capital fund.
- **Supplementary Taxes** have been maintained at the 2024 level of \$7.3 million for the 2025 Budget, which aligns with the average revenues over the past 7 years (2017-2023). 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 depends on the number of properties assessed by MPAC, general economic conditions, and the level of development within each local municipality. For this reason, many municipalities choose not to budget for supplementary tax revenue as a recurring source of revenue. Staff will continue to monitor supplementary tax revenues for future budgets.

Net Operating Budget

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

Tax-Supported Services

The following table outlines the net expenditures by program for the 2025 Tax-Supported Budget (excluding Police Services).

Net Operating Budget for Tax-Supported Services (Excluding Police Services)									
Levy Requirement by Program (\$000s)									
	2024		2025			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2025 Base/2024 Budget		2025 Requested/2024 Budget		
Healthy Families	\$ 5,898	\$ 6,172	\$ -	\$ 6,172	\$ 274	4.7%	\$ 274	4.7%	
Health Protection	3,987	4,410	-	4,410	423	10.6%	423	10.6%	
Immunization & Oral Health Services	4,189	4,796	-	4,796	607	14.5%	607	14.5%	
Infectious Disease Control	3,915	4,496	-	4,496	581	14.8%	581	14.8%	
Public Health Resources	2,635	2,868	-	2,868	233	8.8%	233	8.8%	
Paramedic Services	26,944	30,153	785	30,939	3,209	11.9%	3,994	14.8%	
Children's Services	10,542	10,542	-	10,542	-	0.0%	-	0.0%	
Employment & Social Services	8,082	6,805	328	7,133	(1,277)	-15.8%	(949)	-11.7%	
Housing Services	43,246	48,738	-	48,738	5,493	12.7%	5,493	12.7%	
Human Services Planning & Program Support	9,698	9,878	500	10,378	180	1.9%	680	7.0%	
Services for Seniors	27,783	30,159	165	30,324	2,376	8.6%	2,541	9.1%	
Waste Management	51,251	53,584	-	53,584	2,333	4.6%	2,333	4.6%	
Road Operations	62,939	66,320	8	66,329	3,381	5.4%	3,389	5.4%	
Development Services	7,828	8,156	-	8,156	328	4.2%	328	4.2%	
Small Business Centre & Heritage Services	3,713	2,568	-	2,568	(1,145)	-30.8%	(1,145)	-30.8%	
Non-Program*	35,571	29,073	435	29,508	(6,498)	-18.3%	(6,063)	-17.0%	
Boards & Agencies	13,727	14,340	-	14,340	613	4.5%	613	4.5%	
Net Regional Impact	321,948	333,059	2,222	335,280	11,111	3.5%	13,333	4.1%	
Assessment Growth							(5,795)	1.8%	
Regional Levy Requirement	\$ 321,948	\$ 333,059	\$ 2,222	\$ 335,280	\$ 11,111	3.5%	\$ 7,537	2.3%	

Schedule may not add due to rounding

* Strategic Investments for Corporate Administration are reflected under Non-Program in the net amount of \$435,000, after recoveries from the rate, capital, and HCHC budgets. This includes 7.0 FTEs to support Corporate Services, Digital & Information Services, and Finance.

The requested 2025 net expenditure budget for tax-supported services (excluding Police Services) is increasing from \$321.9 million to \$335.3 million, an increase of \$13.3 million, or 4.1%, before assessment growth. Of this increase, the base budget is increasing by \$11.1 million, or 3.5%, related to inflation and other cost increases. In addition to the base budget increase, the 2025 Budget proposes strategic investments of \$2.2 million that support Regional Council's strategic priorities, as well as critical program enhancements to support the health and well-being of Halton residents, and investments that address pressures driven by growth and increased demand for services. The net expenditures shown above incorporate the cost of Corporate Administration in order to reflect the full cost of service delivery.

The combined base budget (\$11.1 million) and strategic investments (\$2.2 million) result in a \$13.3 million increase in net expenditures for 2025. The assessment growth (primarily related to new properties) in 2024 is estimated to be 1.8%, or \$5.8 million. This results in a net tax increase of 2.3% for the 2025 Budget. The key changes from the 2024 Budget to the 2025 Budget for a net tax impact of \$7.5 million, or 2.3% are outlined below:

- The 2025 Budget for **Public Health** (comprised of Healthy Families, Health Protection, Immunization & Oral Health Services, Infectious Disease Control, and Public Health Resources Divisions) is increasing by a total of \$2.1 million, or 10.3%. Mandatory Programs in Public Health are intended to be cost-shared 75% by the Province and 25% by the Region, however the Region's cost-share is increasing from 44% in the 2024 Budget to 47% in the 2025 Budget as a result of funding not keeping pace with inflation and growth. Of the 10.3% increase, 6.5% of the impact is due to the increase in the Region's budgeted cost-share for mandatory cost-shared programs as a result of provincial funding not keeping pace, from 44% to 47%, and the remaining 3.8% is the net impact due to expenditure increases.
- **Paramedic Services** includes strategic investments totalling **\$1.4 million (\$785,000 net tax impact)** for 7.5 FTEs and 5,041.6 relief hours to address increasing call volumes and maintenance of response times, increases for medical supply and fuel costs that have risen above inflationary levels, and an increase in capital financing to support the new Paramedic Services Headquarters.
- The 2025 Budget for **Children's Services** has been maintained at the 2024 Budget level. The Ministry of Education announced a new provincially-mandated cost-based funding model effective January 1, 2025 which reflects a transformational shift from the current model. Under the previous funding model, provincial funding was not adequate to meet the needs of the community and therefore the Region provided funding in excess of the required cost-share. While the full impacts of the new funding model are being determined, the Children's Services 2025 Budget has been prepared based on the Region's funding for the program being maintained at the 2024 Budget level.
- **Employment & Social Services** 2025 Budget includes strategic investments of **\$328,000** for 3.0 FTEs to support Halton's growing Ontario Works (OW) caseload to improve access to financial assistance and meet client needs. The net decrease in the 2025 Budget is due to an increase of \$1.6 million in provincial funding for the OW Cost of Administration and Employment Assistance programs to recognize the increase in case loads, which is the first increase in funding for these programs since 2018.
- **Housing Services** includes an increase of **\$5.5 million** to support supportive and assisted housing in Halton Region. The Regional funding for new supportive and assisted housing has increased by \$4.0 million to a total of \$11.5 million in the 2025 Budget, to offset the loss of development charge revenues as a result of Bill 23 and support new supportive and assisted housing as part of the Region's updated 10-year Comprehensive Housing Strategy 2025-2035. Additional increases include \$586,000 in assisted housing provider grants and additional HCHC program subsidy, and an increase of \$558,000 in Rent Supplement programs to support inflation and projected growth. A strategic investment is proposed for 3.0 FTEs, converting existing temporary positions to permanent to support the delivery of the Homelessness program, fully offset with provincial funding with no net tax impact.
- The 2025 Budget for **Human Services Planning & Program Support** includes an additional investment of **\$500,000** for the **Halton Region Community Investment Fund** (HRCIF) to support emerging community needs and fund key human service programs and initiatives.

- **Services for Seniors** 2025 Budget is increasing by **\$2.5 million or 9.1%** largely driven by increases in food, medical supplies and other contract costs, compensation, and increased capital financing costs to the support state-of-good-repair of the LTC homes. There are also strategic investments for 17.0 FTEs and 11,738.7 relief hours to strengthen resident care at the Region's LTC homes, utilizing provincial funding with a net tax impact of \$165,000.
- **Waste Management** includes an increase of \$2.3 million mainly driven by inflationary cost increases for waste collection contracts (excluding blue box) to maintain service levels. As reported to Council through Report No. **PW-08-24**, savings associated with the transition of the blue box program to producer responsibility of \$4.5 million are reflected in the 2025 Budget, which are fully offset with a capital transfer to fund the automated wheeled cart collection program.
- **Road Operations** includes a **\$2.8 million** increase in capital financing to fund the road State-of-Good-Repair capital program and a \$495,000 increase for road maintenance to reflect inflationary contract increases and growth in the Regional road network.
- **Small Business Centre & Heritage Services** 2025 Budget includes a reduction of **\$1.2 million** to reflect the service delivery changes effective January 1, 2025 in Economic Development, Agricultural Sector Support Services, and the Regional Program for Community Involvement Plans as reported through Report No. **CA-22-24**.
- **Non-Program:** The 2025 Budget reflects a net decrease of \$6.1 million, or 17.0%, over the 2024 Budget which is comprised of:
 - \$6.8 million increase in investment income to reflect the sustained performance of the Region's investment portfolio over the past few years. The increase in investment income was utilized in the 2025 Budget to fund critical increases in capital financing to support the Comprehensive Housing Strategy to offset the loss in Development Charge Revenues (\$4.0 million), and the Roads (\$2.8 million) state-of-good-repair capital programs. In addition, a \$3.2 million increase in investment income is reflected in the Rate-Supported budget, and is being utilized to fund an increase in capital financing to support the Water & Wastewater state-of-good-repair capital program.
 - \$512,000 decrease to remove the one-time transfer in the 2024 Budget to offset the favourable assessment growth
 - \$200,000 increase in payment-in-lieu of taxes revenues to align with the actual 7-year trend
 - \$380,000 increase in the cost for MPAC assessment services based on MPAC's budgetary increases and Halton's apportionment
 - \$250,000 net increase in capital financing comprised of an increase of \$1.6 million to support the payback for the Digital Strategy, partially offset with a decrease of \$1.4 million related to the completion of the Burlington Waterfront Land Acquisition financing plan.
- **Boards & Agencies** include the Conservation Authorities, Royal Botanical Gardens, and the North Halton Mental Health Clinic. Council set guidelines through Report No. **FN-19-24** which have been achieved as follows:
 - Conservation Halton 3.7% increase in the municipal general levy request. Including the benefit-based levy request of \$152,000 to fund a staff position to accelerate the flood hazard mapping program in Halton Region, and a new one-time benefit-based levy request of \$106,000 to support the development of an updated Sixteen Mile Creek Watershed Plan, Halton Region's share of the total municipal levy is 4.8%.
 - Credit Valley Conservation 4.8% increase in the municipal general levy request.
 - Grand River Conservation Authority 3.5% increase in the municipal levy request.
 - Royal Botanical Gardens has been provided a 3.0% increase as per the guideline.
 - North Halton Mental Health Clinic funding of \$1.3 million, which includes an increase of \$32,000 over the 2024 Budget to reflect increased lease costs.

Rate-Supported Services

The 2025 net expenditure budget for Water and Wastewater Services is increasing from \$252.6 million to \$268.3 million, an increase of \$15.7 million, or 6.2% as shown in the following table. This includes the base budget increase of \$14.8 million, or 5.9%, and net strategic investments of \$909,000 that address operational and strategic priorities. Customer growth is estimated to be 1.4%, or \$1.7 million, while consumption growth is estimated at 0.0%. This results in a net water and wastewater rate increase for the 2025 Budget of \$14.0 million, or 5.5%. The net expenditures in the following table incorporate the cost of Corporate Administration in order to reflect the full cost of service delivery.

Net Operating Budget for Water & Wastewater Services (\$000s)								
	2024	2025			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2025 Base / 2024 Approved		2025 Requested / 2024 Approved	
Water Treatment and Distribution	\$ 56,416	\$ 56,503	\$ 465	\$ 56,968	\$ 87	0.2%	\$ 552	1.0%
Wastewater Collection and Treatment	67,094	67,932	445	68,377	838	1.2%	1,283	1.9%
Infrastructure Management	129,135	142,992	-	142,992	13,858	10.7%	13,858	10.7%
Net Program Impact	\$ 252,645	\$ 267,428	\$ 909	\$ 268,337	\$ 14,783	5.9%	\$ 15,693	6.2%
Customer Growth (1.4%)							(1,705)	-0.7%
Net Increase Requirement							\$ 13,988	5.5%

Schedule may not add due to rounding.

As shown in the following table, gross operating expenditures are increasing by \$5.5 million driven by inflationary costs and other projected increases mitigated with savings and efficiencies, which are discussed in detail in the Water & Wastewater Overview section.

2025 Budget Summary (\$000s)						
	2024		2025		Change in Budget	
	Approved Budget	Requested Budget	Requested Budget	Requested Budget	2025 Requested / 2024 Approved	
Gross Operating Expenditures	\$ 133,412	\$ 138,936	\$ 5,524	4.1%		
Capital Financing Expenditures	138,637	152,494	13,858	10.0%		
Gross Expenditures	\$ 272,049	\$ 291,431	\$ 19,382	7.1%		
Other Revenues	(19,404)	(23,093)	(3,689)	19.0%		
Net Program Impact	\$ 252,645	\$ 268,337	\$ 15,693	6.2%		
Customer Growth*			(1,705)	-0.7%		
Rate Increase			\$ 13,988	5.5%		

Schedule may not add due to rounding.

* Includes 0.0% consumption growth and 1.4% customer growth

As shown in the following table, of the \$14.0 million (5.5%) net increase after customer growth, \$12.4 million (4.9%) is needed to provide sustainable funding for state-of-good-repair of existing water and wastewater assets based on the Public Works' Asset Management Plan (PW-01-22/FN-11-22/DI-01-22), and the remaining \$1.6 million (0.6%) is required to operate and maintain the water and wastewater systems.

2025 Budget: Operating and Capital Financing Impact (\$000s)				
	Change in Budget			
	Net Program Impact	Growth*	With Growth*	Rate Impact
Gross Operating Expenditures	\$ 5,524			
Other Revenues	(3,689)			
Net Operating Expenditures	\$ 1,835	\$ (199)	\$ 1,636	0.6%
Capital Financing Expenditures	13,858	(1,505)	12,352	4.9%
Net Program Impact	\$ 15,693	\$ (1,705)	\$ 13,988	5.5%

Schedule may not add due to rounding.

* Includes 0.0% consumption growth and 1.4% customer growth

The key driver of the 2025 Budget is the \$13.9 million increase in capital financing expenditures, which will fund the Water and Wastewater State-of-Good-Repair capital program. The operating contributions for the existing Water and Wastewater State-of-Good-Repair capital program have increased by \$18.4 million based on the Public Works' Asset Management Plan. Further contributing to the increase is a \$257,000 increase in the transfer to vehicle reserve to support new and replacement vehicles. These increases are partially offset by a \$4.8 million reduction in debt charges due to retiring debt.

2025 Budget Risks

The 2025 Budget includes a number of potential risks that continue to be monitored by staff through the variance reporting to Council three times per year. In addition, any important announcements by the Province or significant changes in budget assumptions will be reported to Council. Several significant risks are included in the 2025 Budget and are summarized below.

Through the COVID-19 pandemic, the budget included anticipated increases in Provincial base funding to support critical investments in the ongoing work that would continue post-pandemic due to needs identified in Public Health and Long-Term Care, however the actual increases received have been significantly lower. This had resulted in a gap of \$3.4 million between the 2024 Budget and the latest confirmed funding allocations in Public Health and Long-Term Care at the time.

- Higher than anticipated level of care and other funding increases were received in Services for Seniors for the 2024-25 fiscal year, which enabled the elimination of the budget funding gap of \$819,000 in Long-Term Care in the 2025 Budget. The funding included in the 2025 Budget for Services for Seniors now aligns with the latest funding confirmations.
- The 2025 Budget includes a budget funding gap of \$2.3 million for Public Health. This has not been addressed in the 2025 Budget, as the Province's review of the Ontario Public Health Standards is currently underway, and a new funding formula is expected to be released in Spring 2025 with implementation starting in January 2026. Once the results of the review and new funding formula are released, staff will review the impacts and work to align the Public Health budget with the standards and new funding formula for reflection in the 2026 Budget and Business Plan.

The 2025 Budget includes \$776,000 of unconfirmed one-time funding to support anticipated COVID-19 response and recovery needs in Public Health. The Ministry of Health has not yet communicated how COVID-19 response or recovery costs will be funded in 2025, however, it has funded all COVID-19 response and recovery one-time expenditures for the period of January to March 2024, and communicated that funding for the remainder of the year will be dependent on provincial budget decisions and funding availability. Staff continue to monitor expenditures, provide the Province with quarterly reports, and advocate for additional funding to support these essential services.

As reported through Report No. **SS-03-22**, the Province has committed to providing funding to Long-Term Care homes to increase staffing levels to be able to provide, on average, four hours of direct care to residents by 2024-25. While the Province has funded an additional 110.4 FTEs and 35,365.4 relief hours in Halton's Long-Term Care homes over the last three years to meet this objective, there has been no commitment to fund future costs associated with these staff including wage increases and additional costs to support the staff such as technology, supplies and administrative support. In addition, while Provincial funding for the permanent \$3/hour Personal Support Worker in Long-Term Care Wage Enhancement has been confirmed, any future inflationary wage and associated benefit increases have not been confirmed by the Ministry of Long-Term Care.

The Region's updated CHS 2025-2035 will continue to focus on the creation of assisted and supportive housing, with continued advocacy for increased funding from senior levels of government to achieve the targets set. Through the CHS 2025-2035, it is projected that 450 new supportive and assisted housing opportunities can be created over the next 10-years using Regional operating and capital funding. With additional investment from senior levels of government, it is projected that a total of 900 – 1,350 new housing opportunities can be created over the next 10-years. However it is important to note that increased base federal and provincial funding is required to support the operating costs of the existing and new units on a permanent, sustained basis. Investment in homelessness prevention from the Provincial government for the 2024-25 fiscal year remains unchanged at \$14.3 million with no change expected for the 2025-26 fiscal year, and on November 28, 2023, Halton Region was notified that its allocation for Federal Reaching Home homelessness prevention funding will decrease by \$7.0 million over the next four-year period (April 1, 2024 - March 31, 2028). The Region will continue to advocate for the funding required to support the ongoing operating costs for homelessness and supportive housing services, however without appropriate and sustained funding there will be Regional commitment required that will need to be addressed in future budgets.

The 2025 Budget includes a \$4.0 million increase in regional funding (in addition to the \$1.0 million included in the 2024 Budget) for new supportive and assisted housing to offset the loss of development charge revenues as a result of Bill 23. The additional impacts arising from legislative changes since 2022 will be identified in the annual Development Charge Reserve Fund Statements. The full extent of the financial effects are not yet known and could have significant impacts to financing growth.

In addition to changes through Bill 23, the demand for infrastructure has been accelerated to achieve the Provincial housing target to achieve 1.5 million homes by 2031. The 2025 Budget and Business Plan has been prepared based on current master plans and financing plans approved by Council to maintain levels of service. These plans will need to be updated and refined to support the acceleration of infrastructure and the cost changes are unknown. Further, extended periods of high inflation have had significant pressures on the cost of delivering infrastructure and the risk that this continues could impact future budgets. In combination with the changes to the *Development Charges Act* through Bill 23 and Bill 185, which may significantly eliminate and restrict Development Charge collections limiting the Region's ability to fund capital works, without alternate sources of funding, these changes could have a significant impact on existing taxpayers and the delivery of services.

As reported in July 2023, through Report No. **LPS56-23/PW-31-23/FN-29-23** re: "Allocation Program and Request for Expression of Interest Update", Halton is in the process of updating the water, wastewater and roads masterplans that were currently only developed to support growth to 2031. These masterplans will take into consideration the accelerated growth till 2031 and will include expenditures to support growth to 2051. The cost associated with the new growth will be incorporated into the budget once approved.

Through Report No. **MO-14-24**, Council adopted the Paramedic Services 10-Year Master Plan which will serve as the strategic planning framework for public policy, organizational, capital, and operational decisions pertaining to the delivery of paramedic services in Halton Region for the period of 2025 to 2034. The Master Plan identifies the additional program needs that represent significant increases from the current operation in order to support population growth and increased utilization rates. It is anticipated that the capital requirements will be funded through a combination of Regional reserves, debt and development charges (DC). The preliminary estimates are based on existing station and vehicle operating and maintenance costs, and facility capital construction costs. The 2025 Budget and Forecast includes the preliminary estimated impacts reflected in the Master Plan, however staff will undertake a comprehensive analysis, including undertaking a number of studies to further refine the estimated capital and annual operating costs, and will report back prior to implementation with the financial impacts and financing plans for Regional Council's consideration and approval.

As reported through Report No. **PW-13-24**, the transition of the Blue Box program to full producer responsibility has put additional pressure on the waste management system as it moves from an integrated to a segregated system, with Blue Box removed from municipal responsibility, resulting in a 68% increase in contract extension pricing for waste collection services following the transition period from April 2026 – April 2027. The waste management industry has also been impacted by rising inflation, limited availability of resources and supply chain constraints, increases in the costs of labour, insurance, bonding and overhead costs. A trend of higher collection contract costs has been reflected in recently awarded contracts for other Ontario municipalities, who have experienced significant price increases for new contracts compared to their existing collection contracts. The forecast reflects the increase for the extension pricing, and anticipated increases related to the next waste collection contracts, however the actual new waste collection contract costs will not be known until the results of the procurement process are received in early 2025.

The Region's investment income budget has been increased by \$10.0 million over the 2024 Budget, from \$60.0 million to \$70.0 million, as a result of the strong performance of the Region's investment portfolio over the past few years and to reflect the projected level of sustainable earnings. The increase in investment income was utilized in the 2025 Budget to fund critical increases in capital financing to support the Housing New Units reserve to offset the loss in Development Charge Revenues (\$4.0 million), and the Roads (\$2.8 million) and Water & Wastewater (\$3.2 million) state-of-good-repair capital programs. The Region's capital program is projected to be higher than in previous years due to the cumulative impact of increased prices and accelerated spending, which creates uncertainty in the longer-term investment forecast.

The 2025 Budget incorporates known inflationary impacts, however there is a risk that there are significant inflationary impacts, including possible impacts of wage settlements, and impacts on the capital program, that have not been anticipated in the budget that could result in unfavourable variances in 2025, as well as create longer term impacts on the forecast.

The following chart highlights some of the major assumptions and risks underpinning the 2025 Budget and the sensitivity of these assumptions.

2025 Budget Risks and Sensitivities (excluding Police)				
	Key Budget Components	Budget Assumptions	\$ Impact	% Tax/Rate Impact
Budget Risks	Provincial Funding			
	Public Health (Cost-Shared Base Funding)	Gap of \$2.3 million between the 2025 Budget and the latest confirmed funding allocation	2025 Budget Gap: \$2.3 million	0.73%
	Development Charges Act, 1997			
	Exemption for affordable and attainable residential units	Not reflected in the 2025 Budget	Full extent of financial impacts are not yet known and could have significant impacts to financing growth	TBD
Budget Sensitivities	Tax-Supported Budget			
	Provincial & Federal Funding			
	Paramedic Services (Base Funding)	3.1% increase based on the current funding model / allocations	1.0% change in Provincial Funding = \$286,000	0.09%
	Paramedic Services (Strategic Investments)	Based on the current cost-share level	\$643,000 included in the 2025 SIFs based on the current cost-share level	0.20%
	Services for Seniors (Base Funding)	7.9% increase based on the latest confirmed allocations for 2024-25	1.0% change in Provincial Funding = \$584,000	0.18%
	Services for Seniors (Strategic Investments)	Based on Confirmed Allocation for Direct Care Hours & Nurse Practitioner Funding	\$1.8 million in confirmed funding	0.56%
	Children's Services - excluding CWELCC	2.3% increase based on the latest confirmed allocation	1.0% change in Provincial Funding = \$58,000	0.02%
	Children's Services - CWELCC (including Local Priorities)	35.3% increase based on the latest confirmed allocation	1.0% change in Provincial Funding = \$2,406,000	0.75%
	Housing Services	2.4% decrease based on the latest confirmed allocations	1.0% change in Provincial/Federal Funding = \$223,000	0.07%
	Employment & Social Services	32.8% increase based on the latest confirmed allocation/ 9% growth in OW benefits	1.0% change in Provincial/Federal Funding = \$371,000	0.12%
	Expenditures & Revenues			
	Waste Management Contracts	3.0% CPI increase No tonnage change	1.0% CPI increase = \$348,000 1.0% increase in tonnages = \$228,000	0.11% 0.07%
	Provincial Offences Act Revenues	2025 budget remains unchanged over 2024	1.0% change in revenues = \$9,200	0.00%
	Blue Box Funding (RPRA / Circular Materials Ontario)	Based on Funding Formula with RPRA/Circular Materials Ontario	1.0% change in revenue = \$76,000	0.02%
	Investment Income	3.3% rate of return; 2025 Budget increased by \$10.0 million	0.1% change in rate of return = \$2.1 million in total investment income	0.66%
	Supplementary Taxes	No change; based on 7-year average	1.0% change in supplementary taxes = \$73,000	0.02%
	Tax Write-Offs	No change; based on 7-year average	1.0% change in tax write offs = \$49,000	0.02%
	Assessment Growth	1.8%	1.0% change in budget (excluding Police) = \$3.2 million	1.00%
	Rate-Supported Budget			
	Consumption Growth	0.0% consumption growth	1.0% change in consumption growth = \$1.7 million	0.64%
	Customer Growth	1.4% customer growth	1.0% change in customer growth = \$1.2 million	0.46%

2025 Operating Budget & Forecast

Looking forward to 2025 and beyond, the impacts of legislative changes, Provincial funding shortfalls, geopolitical risks, and global economic conditions continue to be very challenging and present risks to the 2025 Operating Budget & Forecast.

While the 2025 Budget includes measures to mitigate the risks to the extent possible, the 2025 Operating Budget & Forecast continues to have areas of risk exposure including the following:

Cost Increases

The extended period of high inflation and continuing global inflationary trends has had a significant impact on the cost of goods, services and construction, and continues to be a significant driver of the increases in the 2025 capital and operating budgets in order to maintain core services. Continued periods of high inflation and cost escalations coupled with the increase in construction in the GTHA to support the housing targets will put additional pressure on future years' budgets. It is expected that it will take a number of years to recover from the high impacts of inflation experienced over the past several years. The impact of inflation has put increased pressure on the forecast, and it is expected that inflationary and other pressures will require tax rate increases at the mid to high-end of the Bank's 1.0% to 3.0% target range for the first 6 years of the forecast, before returning to the midpoint of 2.0% in the later years. For Rate-Supported Services, the increases required to operate and maintain the water and wastewater system are projected at or below the rate of inflation throughout the forecast.

Growth Assumptions

The 2025 Budget includes an assumption of 1.8% for assessment growth, with 1.9% to 3.0% assessment growth projected in the forecast period. This reflects the projected increase as a result of the Local Municipalities' housing pledges to support the Provincial housing target to achieve 1.5 million homes by 2031. Assessment growth is anticipated to increase as a result of the Provincial Housing target. Staff will monitor the impacts to assessment growth projected and update as necessary throughout the forecast period.

The 2025 Budget maintains the budgeted level of water consumption growth at the 2024 Budget level, with 0.5% consumption growth projected in the last five years of the forecast period. The 2025 Budget also includes an increase of 1.4% in customer growth, with 1.4% to 3.0% customer growth projected in the forecast period. These assumptions reflect the projected increase as a result of the Local Municipalities' housing pledges to support the Provincial housing target to achieve 1.5 million homes by 2031. Staff will monitor the impacts to consumption and customer growth projected and update as necessary throughout the forecast period.

Performance of the Region's Investment Portfolio

As part of the annual budget process, staff review trends and projections related to the Region's investment performance. It is expected that in the next 1 to 5 years, the opportunities to generate higher interest earnings will slowly disappear, as the Bank of Canada has already started reducing interest rates from the highest levels in decades. Although elevated interest rates have not resulted in a recession, economic activity has significantly slowed, as higher inflation has reduced available income to spend and higher borrowing rates have impacted business investments. As the unemployment rate has started to rise, it is forecasted that interest rates, already lower by 75 basis points, will be cut further by 150 to 200 basis points over the next couple of years. The interest income from cash balances will be drastically reduced while available bond yields will move significantly lower. In addition, the Region's capital program is projected to be higher than in previous years due to the cumulative impact of increased prices and accelerated spending, which creates uncertainty in the longer-term investment forecast. A detailed analysis was undertaken to ensure that any changes to the budgeted investment earnings were both achievable in the short- and longer-term timeframes as the market settles and inflation reduces. Based on this review, the Region's investment income budget has been increased by \$10.0 million over the 2024 Budget, from \$60.0 million to \$70.0 million, as a result of the strong performance of the Region's investment portfolio over the past few years and to reflect the projected level of sustainable earnings. The increase in investment income was utilized in the 2025 Budget to fund critical increases in capital financing to support the Comprehensive Housing

Strategy to offset the loss in Development Charge Revenues (\$4.0 million), and the Roads (\$2.8 million) and Water & Wastewater (\$3.2 million) state-of-good-repair capital programs.

Future Liabilities

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

The 10-Year Operating Forecast has been prepared to maintain the tax impact for Regional Services within the target range of inflation set by the Bank of Canada, and the rate increase related to operations at or below the rate of inflation for rate-supported services. The forecast reflects current services and service levels. Any change in service or service level will affect the forecast. In addition, if general inflation rates increase, the tax and rate impacts will also increase. The forecast includes financing plans to address currently identified capital requirements. Any new capital requirements along with planned updates to the masterplans can affect the forecast. The 10-Year Operating Forecast prepared for the 2025 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 the financing plan for the Capital Budget
- Assessment growth of 1.9% to 3.0% per year
- Provincial funding to follow current funding formulas
- Water customer growth of 1.4% to 3.0%
- Water consumption growth of 0.0% to 0.5%

Tax-Supported Services

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

Ten Year Operating Budget Forecast for Tax-Supported Services (\$000s)										
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Requested Budget	Forecast								
Region:										
Net Expenditures	\$ 335,280	\$ 352,019	\$ 369,856	\$ 387,576	\$ 407,131	\$ 428,591	\$ 452,203	\$ 475,048	\$ 499,287	\$ 524,721
Net Expenditure Change	4.1%	5.0%	5.1%	4.8%	5.0%	5.3%	5.5%	5.1%	5.1%	5.1%
Region Tax Impact (after assessment growth)	2.3%	3.0%	3.0%	2.5%	2.5%	2.5%	2.4%	2.0%	2.0%	2.0%
Halton Regional Police Service:										
Net Expenditures	\$ 231,990	\$ 250,463	\$ 269,475	\$ 288,844	\$ 309,611					
Police Net Expenditure Change	13.8%	8.0%	7.6%	7.2%	7.2%					
Police Tax Impact (after assessment growth)	11.8%	5.9%	5.5%	4.9%	4.6%					
Region Including Police:										
Net Expenditures	\$ 567,270	\$ 602,482	\$ 639,331	\$ 676,420	\$ 716,742					
Regional Net Expenditure Change (Includes Police)	7.9%	6.2%	6.1%	5.8%	6.0%					
Region Including Police Tax Impact (after assessment growth)	6.0%	4.2%	4.0%	3.5%	3.4%					
Assessment Growth Assumption	1.8%	1.9%	2.0%	2.2%	2.5%	2.7%	3.0%	3.0%	3.0%	3.0%

Tax Budget Forecast as projected in the 2024 Budget										
Region Tax Impact (after assessment growth)	3.0%	3.0%	3.0%	2.5%	2.5%	2.0%	2.0%	2.0%	2.0%	2.0%

Schedule may not add due to rounding

Rate-Supported Services

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

As shown in the following table, the rate forecast anticipates increases in a range between 4.3% and 5.0% between 2026 and 2034, with over half of the increase (2.5% to 3.0%) required to support the capital expenditure financing to maintain the State-of-Good-Repair capital program.

Ten Year Operating Budget Forecast for Rate-Supported Services										
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Requested Budget	Forecast								
Net Program Impact (\$000s)	\$ 268,337	\$ 283,515	\$ 298,546	\$ 314,258	\$ 331,138	\$ 350,717	\$ 371,778	\$ 393,619	\$ 416,865	\$ 441,527
Annual Water Consumption m ³ (000s)	53,340	53,340	53,340	53,340	53,340	53,607	53,875	54,144	54,415	54,687
Residential Bill (226 m ³ p.a.)	\$ 1,173	\$ 1,232	\$ 1,288	\$ 1,347	\$ 1,408	\$ 1,471	\$ 1,536	\$ 1,602	\$ 1,671	\$ 1,743
Annual % Rate Increase	5.5%	5.0%	4.6%	4.6%	4.5%	4.5%	4.4%	4.3%	4.3%	4.3%
Rate Impact:										
State-of-Good-Repair	4.9%	3.0%	2.9%	2.9%	2.8%	2.6%	2.6%	2.5%	2.5%	2.5%
Operating Expenses	0.6%	2.0%	1.7%	1.7%	1.7%	1.8%	1.9%	1.8%	1.9%	1.9%

Rate Budget Forecast as Projected in the 2024 Budget										
Net Program Impact (\$000s)	\$ 265,687	\$ 279,349	\$ 294,000	\$ 310,099	\$ 328,371	\$ 348,002	\$ 368,516	\$ 390,178	\$ 413,391	
Annual Water Consumption m ³ (000s)	53,340	53,340	53,340	53,340	53,607	53,875	54,144	54,415	54,687	
Residential Bill (226 m ³ p.a.)	\$ 1,162	\$ 1,214	\$ 1,268	\$ 1,326	\$ 1,385	\$ 1,446	\$ 1,508	\$ 1,573	\$ 1,641	
Annual % Rate Increase	4.5%	4.5%	4.5%	4.5%	4.4%	4.4%	4.3%	4.3%	4.3%	
Rate Impact:										
State-of-Good-Repair	2.8%	2.9%	2.9%	2.9%	2.6%	2.5%	2.4%	2.4%	2.5%	
Operating Expenses	1.7%	1.6%	1.6%	1.6%	1.8%	1.9%	1.9%	1.9%	1.9%	

Schedule may not add due to rounding

2025 Capital Budget & Forecast

The capital program identifies the significant investments in infrastructure that are required to appropriately maintain and replace the Region's existing infrastructure assets (State-of-Good-Repair) and expand the infrastructure to meet the housing pledges (Development). The following table summarizes the 2025 Capital Budget & Ten Year Forecast, including the Police Services capital program. The water, wastewater, and roads development infrastructure requirements for 2025-2026 stem from the 2023 Allocation Program, as detailed in Report No. **CA-02-24/PW-04-24/FN-05-24**. Although these expenditures are not part of the 2025 budget, they have been estimated and included in the 2025 Budget and Business Plan to provide an appropriate representation, reflecting the significance of the approved program. In addition, 2032, 2033 and 2034 are estimated based on the 7-year average as expenditures beyond 2031 require updated water, wastewater and transportation masterplans to reflect the new planning period. The table below provides a breakout of what is included in the 2025 Budget and Business Plan for approval (\$5.5 billion) and what was approved under an Allocation report (Report No. **CA-02-24/PW-04-24/FN-05-24**) (\$1.6 billion) and masterplan estimates (\$1.9 billion) to show the magnitude of the program. Included in the \$5.5 billion 2025-2034 Capital Plan are cost increases associated with the 2020 & 2023 Allocation Programs and development related costs for water, wastewater and transportation for 2027 to 2031. Project details can be found in the **2025 Capital Report**.

2025 Capital Report Reconciliation (\$000s)											
	Gross Cost	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
2025-2034 Capital Plan											
2025 Budget and Forecast Program Expenditures*											
Water	\$ 1,337,409	\$ 335,904	\$ 73,099	\$ 102,238	\$ 162,642	\$ 135,517	\$ 186,917	\$ 87,951	\$ 72,412	\$ 108,489	\$ 72,240
Wastewater	1,153,143	315,643	91,564	158,885	228,003	66,957	97,610	47,977	54,357	46,988	45,159
Transportation	2,311,544	123,089	46,161	424,474	330,756	340,273	463,342	546,463	12,156	11,359	13,471
Police	94,756	21,672	10,850	10,486	9,221	7,117	9,492	7,167	6,817	8,317	3,617
All Other Services	629,575	31,587	165,261	55,572	158,472	72,290	33,657	35,090	26,103	23,124	28,420
Sub-Total	\$ 5,526,428	\$ 827,895	\$ 386,934	\$ 751,656	\$ 889,095	\$ 622,154	\$ 791,018	\$ 724,648	\$ 171,845	\$ 198,277	\$ 162,907
For appropriate representation											
Budget Estimates for 2032, 2033 & 2034 (Masterplans to 2031) - approval through future budgets											
Water	\$ 344,055	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 114,685	\$ 114,685	\$ 114,685
Wastewater	421,080	-	-	-	-	-	-	-	140,360	140,360	140,360
Transportation	1,153,203	-	-	-	-	-	-	-	384,401	384,401	384,401
Sub-Total	\$ 1,918,338	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 639,446	\$ 639,446	\$ 639,446
2023 Allocation Program avg. expenditures from 2025-2026 - approved by Council through Report No. CA-02-24/PW-04-24/FN-05-24											
Water	\$ 379,528	\$ 189,764	\$ 189,764	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater	530,678	265,339	265,339	-	-	-	-	-	-	-	-
Transportation	652,945	326,473	326,473	-	-	-	-	-	-	-	-
Sub-Total	\$ 1,563,151	\$ 781,576	\$ 781,576	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 9,007,917	\$ 1,609,470	\$ 1,168,510	\$ 751,656	\$ 889,095	\$ 622,154	\$ 791,018	\$ 724,648	\$ 811,291	\$ 837,723	\$ 802,353

*Includes 2020 and 2023 Allocation Program cost increases, 2027-2031 Dev W/WW & Roads Projects, SOGR Water/wastewater & roads budgets and all other services

For an appropriate representation, the table below presents the 2025 Budget and 10-year forecast with the 2023 Allocation Program as part of Report No. **CA-02-24/PW-04-24/FN-05-24** and estimates for the 2032, 2033 and 2034 development water, wastewater and transportation capital requiring masterplan updates. Below is the combined expenditure forecast and the associated financing.

**2025 Capital Budget & Forecast (including 2023 Allocation Program)
Summary of Total Capital Budget & Financing (\$000s)**

	Gross Cost	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Program Expenditures											
Water	\$ 2,060,992	\$ 525,668	\$ 262,863	\$ 102,238	\$ 162,642	\$ 135,517	\$ 186,917	\$ 87,951	\$ 187,097	\$ 223,174	\$ 186,925
Wastewater	2,104,901	580,982	356,903	158,885	228,003	66,957	97,610	47,977	194,717	187,348	185,519
Transportation	4,117,692	449,562	372,634	424,474	330,756	340,273	463,342	546,463	396,557	395,760	397,872
Capital Construction & Realty	345,134	11,055	126,333	17,240	120,396	13,805	13,752	13,275	9,561	9,889	9,828
Digital & Information Services	88,595	11,039	11,643	9,961	9,792	8,775	8,239	8,224	7,713	6,605	6,605
Waste Management	121,087	3,882	23,768	19,649	25,023	36,760	3,910	3,004	2,966	831	1,294
Paramedic Services	55,134	4,872	2,151	3,559	2,153	8,289	6,297	9,374	4,660	4,476	9,303
Waterfront	7,636	-	100	4,036	-	3,500	-	-	-	-	-
Services for Seniors	6,620	650	650	650	650	650	770	650	650	650	650
Other Tax	5,369	89	616	478	459	511	689	563	553	673	740
Police	94,756	21,672	10,850	10,486	9,221	7,117	9,492	7,167	6,817	8,317	3,617
Total	\$ 9,007,917	\$ 1,609,470	\$ 1,168,510	\$ 751,656	\$ 889,095	\$ 622,154	\$ 791,018	\$ 724,648	\$ 811,291	\$ 837,723	\$ 802,353
Financing											
Tax Reserves	\$ 2,750,396	\$ 290,160	\$ 367,963	\$ 266,647	\$ 247,631	\$ 254,638	\$ 296,170	\$ 330,087	\$ 232,641	\$ 230,708	\$ 233,752
Rate Reserves	1,890,670	290,873	232,624	194,171	185,444	146,128	235,289	123,372	154,476	182,589	145,706
Dev't Charges - Resid.	3,162,148	595,774	350,766	262,540	178,185	207,561	247,517	258,641	353,660	353,883	353,621
Dev't Charges - Non-Res.	4,223	1,253	596	407	315	360	256	335	225	255	220
Capital Invstmt Revolv. Fnd	567,028	202,672	85,824	17,237	20,718	12,175	10,493	10,921	68,996	68,996	68,996
External Rcvry/Other	11,687	1,292	1,292	1,292	1,292	1,292	1,292	1,292	1,292	1,292	57
Alternative Financing/Debenture	621,765	227,446	129,446	9,363	255,510	-	-	-	-	-	-
Total	\$ 9,007,917	\$ 1,609,470	\$ 1,168,510	\$ 751,656	\$ 889,095	\$ 622,154	\$ 791,018	\$ 724,648	\$ 811,291	\$ 837,723	\$ 802,353

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

- For 2023 Allocation program: Based on estimated average expenditures for 2025 to 2026.
- For 2032 - 2034 has been estimated based on 7 year avg. from 2025 to 2031

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

As shown above, the Region's 10-year capital program between 2025 and 2034 is projected at \$9.0 billion inclusive of the previously approved estimated expenditures for 2025 and 2026 from the 2023 Allocation Program and 2032, 2033 and 2034 estimates. The 10-year program includes \$4.2 billion (46.3%) in rate-supported projects and \$4.8 billion (53.7%) in tax-supported projects. Financing of the 2025 Capital Budget & Forecast is based on Council approved financing plans.

2025 Capital Budget

The requested approval for the 2025 Gross Capital Budget is \$827.9 million, consisting of \$806.2 million for Regional Services and \$21.7 million for Police Services. Additionally, Council has approved capital projects budgeted for 2024 to 2026 as part of the 2023 Allocation Program, detailed in Report No. **CA-02-24/PW-04-24/FN-05-24**. To provide an appropriate representation of the 2025 capital program, the summary below includes \$781.6 million from the 2023 Allocation Program which is the average of one year of approved budget from 2024 to 2026 in the 2023 Allocation Program. As a result, the Gross Capital is \$1,609.5 million. Of this total, \$1,106.7 million (68.8%) is for rate-supported services (Water and Wastewater) and \$502.8 million (31.2%) is for tax-supported services which includes \$449.6 million for the Transportation program.

The 2025 Capital Budget and 2023 Allocation Program including estimates for 2025 is \$515.2 million higher than previously projected for 2025 in the 2024 Budget mainly due to capital increases related to the 2023 Allocation program for updated construction costs. This increase includes an additional \$438.6 million for Water and Wastewater Development-related program, \$90.9 million for the Transportation capital program and \$6.1 million for the Water and Wastewater State-of-Good-Repair program.

The section below highlights the 2025 Capital Budget and changes from the 2025 Forecast included in the 2024 Budget:

- **\$1.1 billion 2025 Water and Wastewater capital program** consists of \$893.7 million for the Development-related program and \$213.0 million for the State-of-Good-Repair (Non-Development) program to address upgrade and replacement needs.
 - **\$893.7 million Water and Wastewater Development-related program** in 2025 reflects \$866.1 million in estimated expenditures related to the 2023 Allocation Program (\$455.1 million approved through Report No. **CA-02-24/PW-04-24/FN-05-24** and \$411.0 million included in the 2025 Budget) and \$27.6 million for increases related to the 2020 Allocation. Some of the key projects include:
 - \$98.0 million for Burloak WPP Phase 2 Expansion from 55 to 165ML/d (OAK) - Construction
 - \$36.5 million for Burloak Booster Pumping Station Phase 1, 60 ML/d (Zone B2) (BUR) - Construction
 - \$36.0 million for New wastewater pumping station on Steeles Ave. west of Winston Churchill Blvd. (HHS) – Construction and Land
 - \$32.5 million for 2350 L/s WWPS at Lower Base Line and 4th Line (MIL) – Construction
 - \$32.5 million for Twinned 900 mm WWFM from WWPS at Lower Base Line to Regional Rd 25 (MIL) – Construction
 - \$30.1 million for 600mm WM on Steeles Ave. from new P.S. (East of Eighth Line) to Winston Churchill Blvd. (HHS) – Design and Construction
 - \$26.4 million for 8th Line Zone 4 Pumping Station and Reservoir alterations to support Zone 3/4/5 Boundary Re-alignment (OAK) – Construction
 - \$22.5 million for 675 mm WWM on Trafalgar Rd, through GO lot and on Argus St from Spruce St to 60 m north of Cross Ave (OAK) – Construction
 - \$22.3 million for 1050mm WM on Upper Middle Rd from Burloak Drive to Appleby Line (Zone B2) (BUR) – Construction
 - \$19.7 million for 1050mm WM on Burloak Dr from the QEW to Upper Middle Rd (Zone B2) (OAK) – Construction
 - \$17.3 million for 2x200mm WW Forcemain for Halton Hills 401 Corridor from Ninth Line to new SPS (ID 3864) (HHS) – Design and Construction
 - \$12.5 million for Junction St WWPS Capacity Upgrade to 150 L/s WWPS (BUR) - Design and Construction
 - \$455.1 million in expenditures previously approved through the 2023 Allocation Program (**CA-02-24/PW-04-24/FN-05-24**) for 2025 which is the average of one year of approved budget from 2024 to 2026

- **\$213.0 million Water and Wastewater State-of-Good-Repair program** in 2025 is \$6.1 million higher than the 2025 Forecast included in the 2024 Budget and includes the following:
 - \$147.5 million for water distribution and wastewater collection systems rehabilitation and replacements, including \$5.7 million related to the Basement Flooding Mitigation program
 - \$51.5 million for plants and facilities infrastructure upgrades and replacements, including Burlington Skyway WWTP – Plant Updates and Bailie Reservoir – Installation of New Piping

The 2025 Budget includes the following major projects:

- \$20.5 million for WWM on Saville Cres – North and South of Bridge Rd
 - \$10.3 million for WM from Cavendish Dr to Upper Middle Rd
 - \$9.5 million for WM on Elgin St from King St to Rosetta St and abandoning the existing 150mm WM on easement from King St to St. Michaels St. on Queen St, Georgetown install new WM on Queen St from King St to the end of Queen St
 - \$5.9 million for WM on Main St S from Church St to Kingham Rd
 - \$5.7 million for the Basement Flooding Mitigation program (**PW-22-15**)
 - \$5.3 million for WWM on Faludon Dr and WWM on Torino Gate from Marilyn Cres to Faludon Dr
 - \$5.2 million for WWM on Marilyn Cres
 - \$4.9 million for WWM on Park Ave W from Fairwood Pl to LaSalle Park Rd, WWM on Park Ave E from LaSalle Park Rd to Townsend Ave, WWM on Aldershot Pl from LaSalle Park Rd to end
 - \$4.6 million for Moore Park BS Upgrades
- **\$449.6 million 2025 Transportation capital program** includes \$380.5 million for 2023 Allocation Program (\$326.5 million approved through Report No. **CA-02-24/PW-04-24/FN-05-24** and \$54.1 included in the 2025 Budget), \$6.2 million in increases to projects related to the 2020 Allocation Program and \$62.9 million for the state of good repair projects. The 2025 Budget and 2023 Allocation Program, includes the following major projects:
 - \$24.2 million for Regional Road 25 – Widening from 4 to 6 lanes from Steeles Ave to 5 Side Road and Reconstruction from North of Main Street to No. 32 Side Road
 - \$21.5 million for Road Resurfacing and Related Works
 - \$15.8 million for Bridges and Culverts projects and Retaining Wall
 - \$13.7 million for Storm System Construction, Operational Improvements and Roads Related Capital Works, Median Rehabilitation and Streetlight Program
 - \$11.7 million for Burloak Drive - 2 Northbound Lane Urbanization from North Service Road to Upper Middle
 - \$9.6 million for Winston Churchill Boulevard - Widening, Reconstruction, Bypass and Intersection
 - \$9.0 million for Traffic Signals & Intersections
 - \$7.4 million for Ninth Line - Widening from 2 to 4 lanes from Steeles Avenue to 10 Side Road
 - \$326.5 million in expenditures previously approved through the 2023 Allocation Program (**CA-02-24/PW-04-24/FN-05-24**) for 2025 which is the average of one year of approved budget from 2024 to 2026.
 - **\$11.1 million 2025 Capital Construction & Realty capital program** is \$0.1 million higher than the 2025 Forecast included in the 2024 Budget primarily due to increased expenditures planned for Halton Region Centre (\$1.5 million) offset by the acceleration of funding for Paramedic Services Headquarters through Report No. **CS-34-24/MO-19-24**.

- **\$11.0 million 2025 Digital & Information Services capital program** is \$5.4 million lower than the 2025 Forecast included in the 2024 Budget driven by to reductions of \$3.9 million mainly due the rationalization of budgets associated with Service & Process Transformation projects, \$0.9 million in GIS, Data and Information Management, \$0.3 million in Digital Workplace and Modern Technology, and \$0.3 million in Rate Program Specific technology projects. This program supports the Digital Strategy and ongoing life cycle replacement of IT assets, including software licensing, and software and hardware upgrades/replacements.
- **\$3.9 million 2025 Waste Management capital program** is \$11.2 million lower than the 2025 Forecast included in the 2024 Budget mainly due to the deferrals of the Transfer Station and Construction (\$7.1 million), Compost Pad Expansion (\$0.9 million), Automatic Wheeled Cart Pilot Study (\$2.0 million) and HWMS Optimization - Phase 2 (\$2.0 million) projects.
- **\$4.9 million 2025 Paramedic Services capital program** is \$1.6 million lower than the 2025 Forecast included in the 2024 Budget mainly due to acceleration of the Power Lift systems and cots budget through Report No. **MO-06-24** re: "Paramedic Services Power Loading System Procurement", offset by an increase to Defibrillators of \$0.4 million.
- **\$0.7 million 2025 Services for Seniors capital program** is unchanged from the 2025 Forecast included in the 2024 Budget. This includes projects to support equipment replacement at Long-Term Care facilities.
- **\$21.7 million 2025 Police capital program** is \$9.2 million higher than the 2025 Forecast included in the 2024 Budget due to increases for the LTE Project, CAD Replacement project, P25 Channel addition, and new and replacement vehicles.

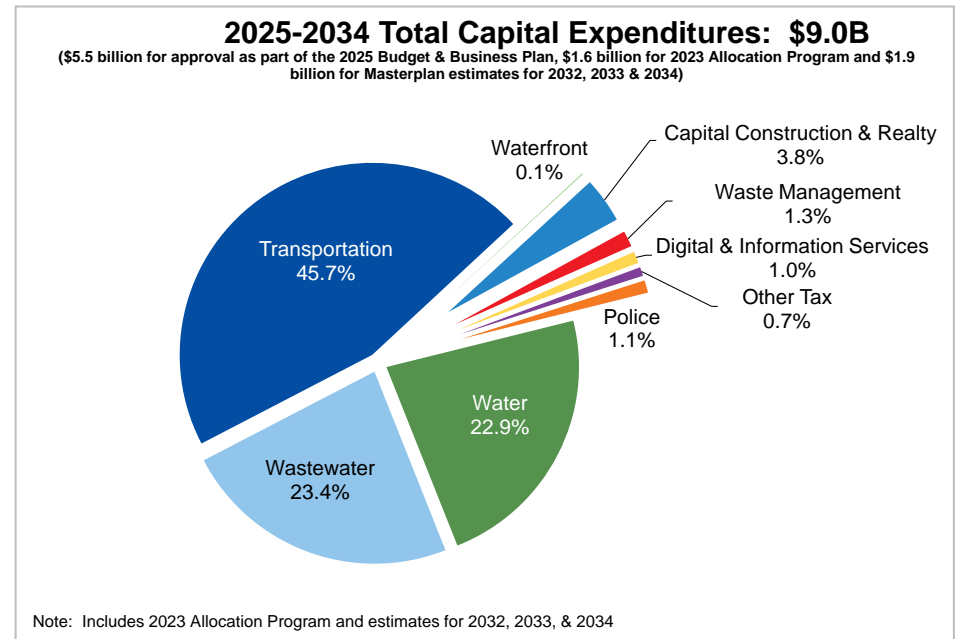
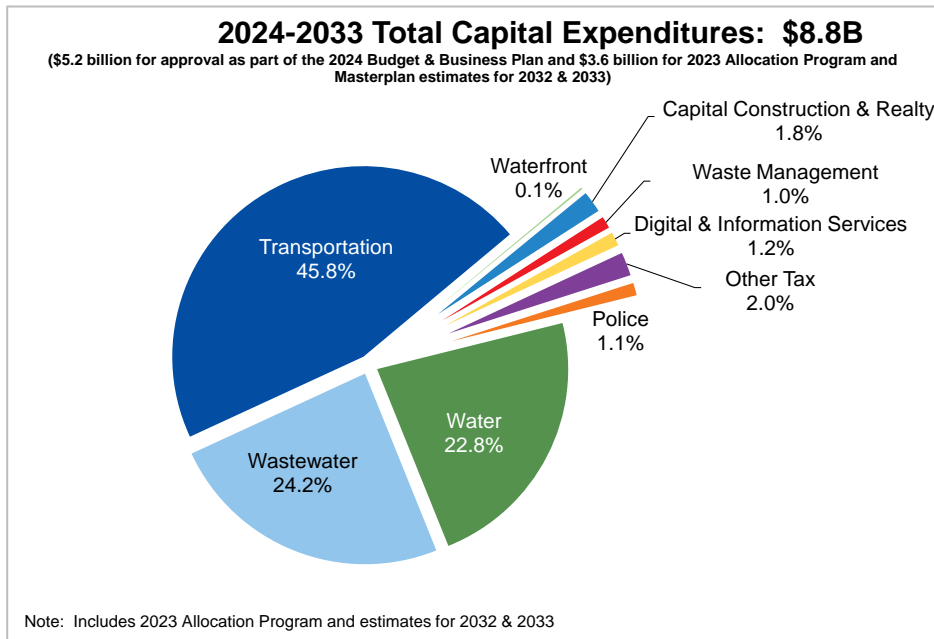
The financing of the capital program is outlined in detail within the Tax Overview and the Water & Wastewater Overview sections of the 2025 Budget and Business Plan. The following are the 10 highest dollar value projects, excluding what has already been approved by Council in the 2023 Allocation Program, included in the 2025 Capital Budget estimates (e.g. Cost increases to already approved projects). These projects total \$456.4 million and account for 28.4% of the 2025 Capital Budgets.

2025 Capital Budget & Forecast		
Top 10 Largest Capital Expenditures in 2025 (\$ Millions)		
Program	Project Descriptions	Cost
Water	Construction of Burloak WPP Phase 2 Expansion from 55 to 165ML/d (OAK)	\$ 98.0
Water	Burloak Booster Pumping station and WM on Burloak Dr. and Upper Middle Rd.	87.0
Wastewater	Wastewater pumping station and linear infrastructure to service Premier Gateway (HHS)	65.9
Wastewater	Wastewater station to service the Britannia SPA south of Britannia Road (MIL)	64.9
Water	600mm WM on Steeles Ave. from new P.S. (East of Eighth Line) to Winston Churchill Blvd. (HHS)	30.1
Water	8th Line Zone 4 Pumping Station and Reservoir alterations to support Zone 3/4/5 Boundary Re-alignment (OAK)	26.4
Roads	Regional Road 25 - Widening and Reconstruction	24.2
Wastewater	675 mm WWM on Trafalgar Rd, through GO lot and on Argus St from Spruce St to 60 m north of Cross Ave (OAK)	22.5
Roads	Road Resurfacing & Related Works	21.5
Roads	Bridges, Culverts & Other	15.8
Total		\$ 456.4

Schedule may not add due to rounding.

10-Year Capital Budget & Forecast

The following charts illustrate the 2025 10-year expenditures compared to the 2024 forecast. The development-related infrastructure requirements for 2025-2026 were approved as part of Report No. **CA-02-24/PW-04-24/FN-05-24**, therefore for appropriate representation the expenditures for this time period have been included in the 10-year capital budget to show magnitude of program. In addition, 2032, 2033, and 2034 are estimated based on the 7-year average as expenditures beyond 2031 require updated water, wastewater and transportation masterplans. The 10-year forecast Council is approving is \$5.5 billion however to provide an appropriate representation of the 10-year capital program, the summary below includes \$9.0 billion of expenditures as it includes the averages for 2025 and 2026 from the 2023 Allocation Program approved through Report No. **CA-02-24/PW-04-24/FN-05-24** and estimates for 2032, 2033, 2034 for the development water, wastewater and transportation 7-year average.



The 2025 10-Year Capital Budget & Forecast (2025 to 2034) totals \$9.0 billion, which is \$0.2 billion higher than the 2024 10-year program mainly due to the updated costs related to the 2023 Allocation program. The increase includes a \$184.4 million increase in the Water and Wastewater development program, \$80.5 million in Transportation, \$184.1 million increase primarily related to the Paramedic Services Master Plan in the Capital Construction & Realty program, and a \$31.7 million increase in Waste Management, offset by a \$161.4 million decrease in the Water and Wastewater State-of-Good-Repair program.

The Water, Wastewater and Transportation 10-year capital program has been updated through the preparation of the 2023 Financing plan for infrastructure between 2023 and 2031 as approved in Report No. **CA-02-24/PW-04-24/FN-05-24** (re: 2023 Allocation Program), the Public Works Asset Management Plan (**PW-28-17**) and cost updates based on Environmental Assessments (EAs) and design work. As illustrated, a significant portion (92.0%) of the 2025 10-year program continues to be committed to the Water, Wastewater and Transportation programs.

- **\$4.2 billion 10-year Water and Wastewater capital program** consists of \$2.6 billion for the Development-related program and \$1.6 billion for the State-of-Good-Repair program (Non-Development).
 - **\$2.6 billion 10-year Water and Wastewater Development program** is a \$184.4 million increase from the 2024 capital program and reflects the cost updates and project accelerated for the 2023 Allocation Program. The costs are related to greenfield, built boundary and capacity related infrastructure. The 10-year capital program includes:
 - \$944.2 million to service region-wide capacity-related infrastructure.
 - \$1,152.2 million to service greenfield area related infrastructure.
 - \$207.5 million to service built boundary areas related infrastructure.
 - \$246.6 million for employment land servicing related infrastructure.
 - **\$1.6 billion 10-year Water and Wastewater State-of-Good-Repair program** is a \$161.4 million decrease from the 2024 program. The 2025 plan has been prepared based on the updated Asset Management Program and Lifecycle Models Update (**PW-01-22/FN-11-22/DI-01-22**) and the 10-year State-of-Good-Repair program will continue to be updated through the annual budget process based on the optimized decision-making process developed under the PWs' Asset Management Strategy. The 2025 10-year Capital Budget includes:
 - \$1.2 billion for water distribution and wastewater collection systems rehabilitation and replacements, including the Basement Flooding Mitigation program of \$20.7 million.
 - \$344.4 million for plants/facilities infrastructure upgrades and replacements, including \$76.0 million for plant maintenance.
 - \$22.8 million for SCADA Master Plan implementation and other SCADA related projects.
- **\$4.1 billion 10-year Transportation capital program** consists of \$3.4 billion for the Development-related program and \$674.6 million for the State-of-Good-Repair program (Non-development). The 10-year program in 2025 is \$80.5 million higher than the 2024 program. The increase is predominately driven by cost updates to 2023 Allocation Program and state-of-good-repair projects. The 10-year program provides significant road widening, grade separations, road resurfacing program initiatives, road studies, bridges and culverts projects.

The 10-year program includes:

- \$315.7 million for Regional Road 25
 - \$270.4 million for Trafalgar Road
 - \$266.3 million for Steeles Avenue
 - \$265.3 million for James Snow Parkway
 - \$218.9 million for Tremaine Road
 - \$215.5 million for Upper Middle Road
 - \$206.7 million for 5 ½ Line
 - \$193.6 million for Derry Road
 - \$130.0 million for Ninth Line
- **\$345.1 million 10-year Capital Construction & Realty capital program** is \$184.1 million higher than the 2024 program, primarily driven by \$151.8 million in increased expenditures for the Paramedic Services Headquarters Expansion, construction of new Paramedic Services North Hub and four community stations as outlined in Report No. **MO-14-24**.

- **\$121.1 million 10-year Waste Management capital program** is \$31.7 million higher than the 2024 program mainly due to the \$19.0 million related to funding for the Automated Wheeled Cart Implementation, and \$40.0 million increase offset by reductions in the Lifecycle Model Projects.
- **\$88.6 million 10-year Digital & Information Services capital program** is \$14.6 million lower than the 2024 program, mainly due to decreases in Service and Process Transformation (\$8.6 million), GIS, Data and Information Management (\$3.7 million), Digital Services (\$2.1 million) and Rate Program specific (\$0.6 million) offset by an increase in Digital Workplace and Modern Technology (\$0.4 million). The IT program includes the ongoing maintenance of IT assets, including software licensing, software and hardware upgrades and replacements, as well as mobile strategy implementation and new software implementation.
- **\$55.1 million 10-year Paramedic Services capital program** is \$11.5 million higher than the 2024 program, mainly due to manufacturer price increases for ambulance vehicles, emergency response unit vehicles and defibrillators.
- **\$7.6 million 10-year Waterfront capital program** is \$5.1 million lower than the 2024 program, as \$3.6 million for Burlington Beach Land and \$1.5 million for Burloak Waterfront Park were approved in the 2024 Budget and Business Plan.
- **\$6.6 million 10-year Services for Seniors capital program** is unchanged from the 2024 program. This includes projects to support equipment replacement at Long-Term Care facilities.
- **\$5.3 million 10-year other capital programs** are \$14.6 million lower than the 2024 program. This is mainly due to the elimination of the Halton Heritage Centre project (\$8.0 million) and completion of financing of the OLT and other litigation project (\$6.5 million). Other capital programs include projects to Corporate Services, Children's Services, Public Health, Infrastructure Planning & Policy, and Capital & Development Financing.
- **\$94.8 million 10-year Police capital program** is \$1.2 million higher than the 2024 program, mainly newly added projects for CAD replacement, Faraday Room, and 30 Division Locker Room Expansion. This is offset by decreases within Facilities and Technology.

The following table shows the 20 largest dollar value projects in the 10-Year Capital Budget & Forecast including the 2023 Allocation Program. These projects total \$3.5 billion and represent 39.4% of the total capital program. It is important to note that the last years of the forecast (2032, 2033, 2034) do not have specific projects identified for the development water, wastewater and transportation program.

2025 Capital Budget & Forecast Top 20 Largest Expenditures (2025 - 2034) (\$ Millions)				
Program	Project Descriptions	2025	2026-2034	Total
Roads	Regional Road 25 - Widening and Reconstruction	\$ 81.0	\$ 234.7	\$ 315.7
Roads	Trafalgar Road - Widening and Grade Separation	78.5	191.9	270.4
Roads	Steeles Avenue - Widening, Grade Separation, Intersection	67.1	199.3	266.3
Roads	James Snow Parkway - Widening and New 6 Lane	42.0	223.2	265.3
Roads	Tremaine Road - Widening	-	218.9	218.9
Roads	Upper Middle Road - Widening	1.6	214.0	215.5
Roads	5 1/2 Line - New 6 Lane	4.3	202.4	206.7
Water	Water Transmission - Lifecycle Model (REG)	-	196.0	196.0
Roads	Derry Road - Widening, Reconstruction, Intersection	0.7	192.9	193.6
Wastewater	New inlet to Skyway WWTP and expansion	-	177.9	177.9
Water	Water Treatment - Lifecycle Model (REG)	-	177.4	177.4
Wastewater	Wastewater Collection - Lifecycle Model (REG)	-	176.9	176.9
Roads	Ninth Line - Widening	31.7	98.3	130.0
Roads	Road Resurfacing & Related Works	21.5	107.6	129.1
Tax	Paramedic Services - North Hub	-	112.9	112.9
Tax	Paramedic Services - HQ	-	112.9	112.9
Roads	North Service Road - New 4 Lanes	0.4	99.6	100.0
Water	Construction of Burloak WPP Phase 2 Expansion from 55 to 165ML/d (OAK)	98.0	-	98.0
Roads	Appleby Line - Widening, Intersection	-	96.9	96.9
Water	Burloak Booster Pumping station and WM on Burloak Dr. and Upper Middle Rd.	87.0	-	87.0
Total		\$ 513.8	\$ 3,033.8	\$ 3,547.6

Schedule may not add due to rounding.

Impact of Capital Investments on the Operating Budget

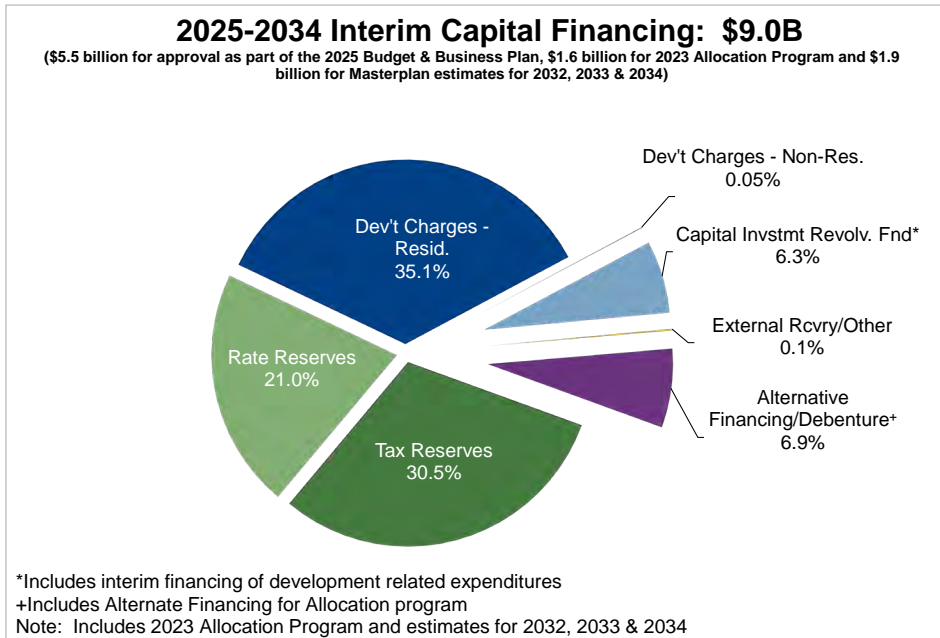
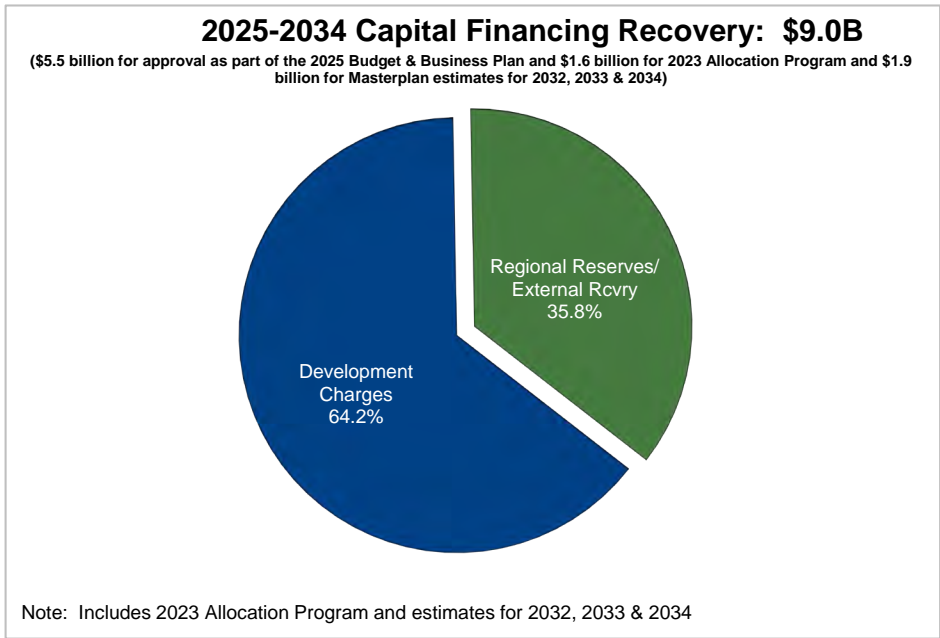
Although Halton Region prepares the capital budget separately from the operating budget, the two budgets are linked. These links include ongoing operating, maintenance and repair costs associated with new or renovated facilities and infrastructure. The operating budget impact estimates for capital projects are important for future planning and are included in budget projections used in the annual budget process. These costs or savings adjust the annual operating budget in the year the asset is complete and operational. The Region utilizes its reserves and debt in financing the State-of-Good-Repair capital program in addition to operating measures such as increase to investment revenues, water and wastewater rates and the expiration of leases to develop the 2025 budgeted operating impacts which are included in the table below.

Impact of Capital Investments on Operating Budget excluding Police and including 2023 Allocation Program (\$000s)					
	Capital Budget		Annual Operating Impact		
	2024	2025	2024	2025	Difference
Public Works					
Water & Wastewater	\$ 710,614	\$ 1,106,650	\$ 149,050	\$ 162,982	\$ 13,933
Roads	440,275	449,562	47,815	52,024	4,209
Waste Management	22,908	3,882	7,782	12,372	4,590
Infrastructure Planning & Policy	-	20	20	20	-
Sub-total	\$ 1,173,797	\$ 1,560,114	\$ 204,667	\$ 227,399	\$ 22,732
Non-Public Works					
Capital Construction & Realty	6,197	11,055	12,879	13,347	467
Health	2,180	4,891	3,429	3,985	556
Social & Community Services	778	700	2,331	2,331	-
Digital & Information Systems	13,473	11,039	5,376	7,204	1,828
Corporate Services	5,785	-	1,028	1,064	36
Social Housing	11,200	-	7,703	11,713	4,010
Waterfront Master Plan	5,150	-	3,459	2,076	(1,383)
Conservation Authorities & Other	350	-	1,764	1,697	(66)
Sub-total	\$ 45,113	\$ 27,685	\$ 37,968	\$ 43,416	\$ 5,448
Total	\$ 1,218,910	\$ 1,587,798	\$ 242,635	\$ 270,815	\$ 28,180

Schedule may not add due to rounding

10-Year Capital Financing

A breakdown of the 2025 10-year Capital Plan financing, including the capital projects approved as part of Report No. **CA-02-24/PW-04-24/FN-05-24** for the 2023 Allocation Program and 2032, 2033, 2034 development water, wastewater, and roads estimates, is presented in the following graphs. To provide an appropriate representation of the 10-year capital program, the graphs include the average of two years of approved budget from 2024 to 2026 for the Allocation Program and estimates based on the 7-year average for 2032 to 2034 as expenditures beyond 2031 require updated water, wastewater and transportation masterplans. Of the \$9.0 billion 10-year Capital Plan, \$5.5 billion is presented to Council for approval as part of the 2025 Budget & Business Plan and \$3.5 billion is related to the 2023 Allocation Program and development water, wastewater and transportation Masterplan estimates for 2032, 2033 & 2034 which are approved through separate reports.



Included in the 10-year capital plan of \$9.0 billion is \$3.2 billion (35.8%) to address state-of-good-repair capital needs (upgrades/rehabilitation/replacements) and \$5.8 billion (64.2%) to address growth-related capital programs (capacity expansion). As shown in the chart on the right, financing strategies such as alternative financing (debt) are required to finance the development growth related program, the growth-related program (64.2%) will ultimately be funded from DCs, and the State-of-Good-Repair program will be funded from Regional reserves (35.8%) and shown in the chart on the left.

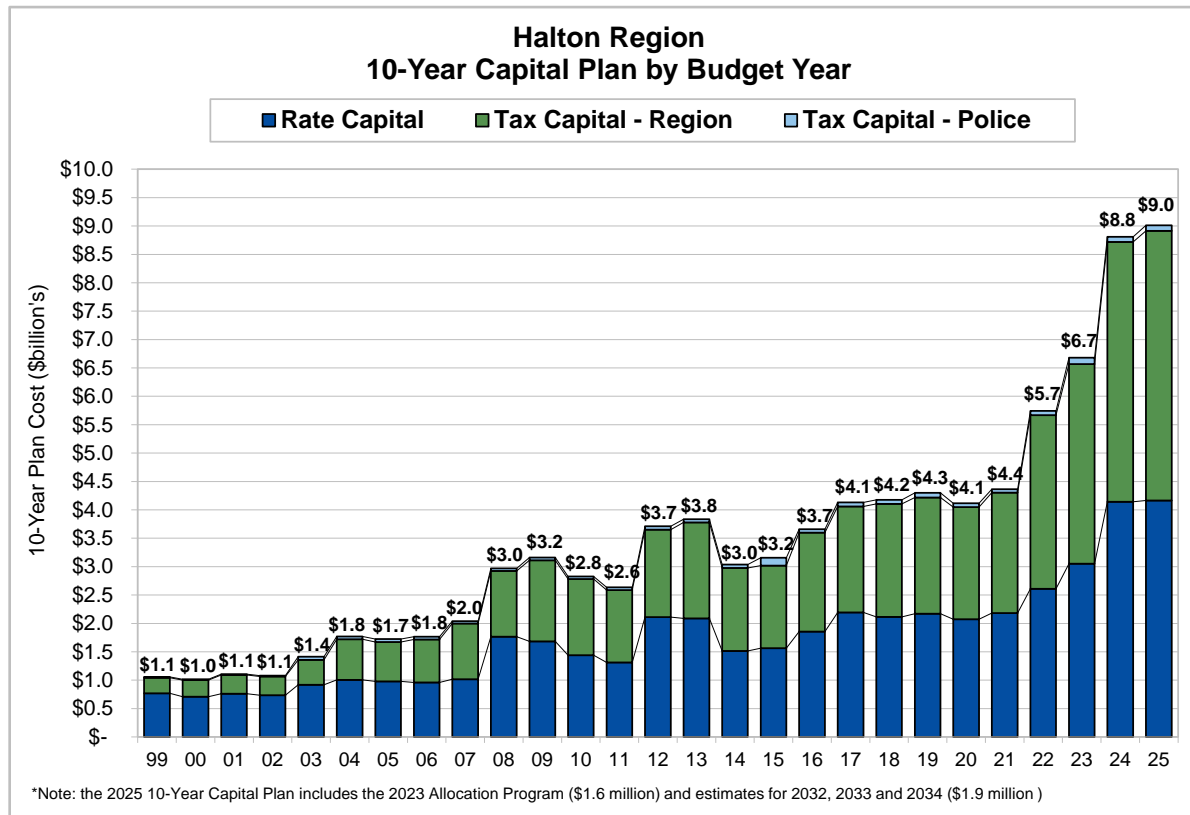
As detailed later in the Long-Term Financing section, Regional reserves (including transfers from the Operating Budget and investment earnings) and debt are used to fund the state-of-good-repair (non-growth) infrastructure program. In order to maintain sufficient reserves and adequate ratios between the operating contributions and amortization expenses, the 2025 Budget increased the total operating contributions (excluding investment earnings) from \$196.9 million to \$215.0 million

(\$18.1 million increase) in support of the Water and Wastewater and Transportation State-of-Good-Repair capital programs. This provided an opportunity to increase use of the capital reserves, in order to finance the growing State-of-Good-Repair capital program on a pay-as-you-go basis.

Development charges fund growth-related infrastructure. However, financing of growth infrastructure requires interim financing from the Region, as set out in the Development Financing Plan (CA-02-24/PW-04-24/FN-05-24). The Region’s interim financing is required for the significant plant capacity projects and non-residential employment capital cost in order to continue strategic investment in employment lands. Accordingly, as illustrated in the 2024-2033 Interim Capital Financing chart above, the Region will provide interim financing from the Capital Investment Revolving Fund, Tax Reserves, and debt, which will be recovered from future DCs including carrying cost.

Long-Term Financing

The long-term maintenance of the Region’s solid fiscal foundation is one of the primary goals established by Regional Council. Continued diligence in managing debt levels and maintaining adequate reserves will be required to sustain Halton’s fiscal position. Long-term financing requirements are driven by the 10-Year Capital Budget & Forecast. The following graph shows the significantly growing capital requirements between 1999 and 2025.



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

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

Financing of State-of-Good-Repair

The Region uses its reserves and debt to finance the State-of-Good-Repair capital program for existing infrastructure. The reserves (including operating contributions, Canada Community-Building Fund revenue, and investment earnings) are used in support of the Region's pay-as-you-go approach in financing the ongoing or recurring life cycle requirements. Debt financing is utilized for significant upgrade and rehabilitation initiatives, ensuring that the operating impacts from the significant capital program remain smooth and that the timing of revenue recoveries from taxpayers is appropriately matched with the benefit of infrastructure. The 2025 Budget includes increasing operating budget contributions to reserves throughout the forecast period, to provide sustainable investment for the growing assets and to continue with pay-as-you-go financing for the State-of-Good-Repair capital program. Although the 2025 Budget employs limited use of debt over the forecast period, debt still remains a viable funding option and will continue to be utilized where appropriate.

Financing of Growth

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

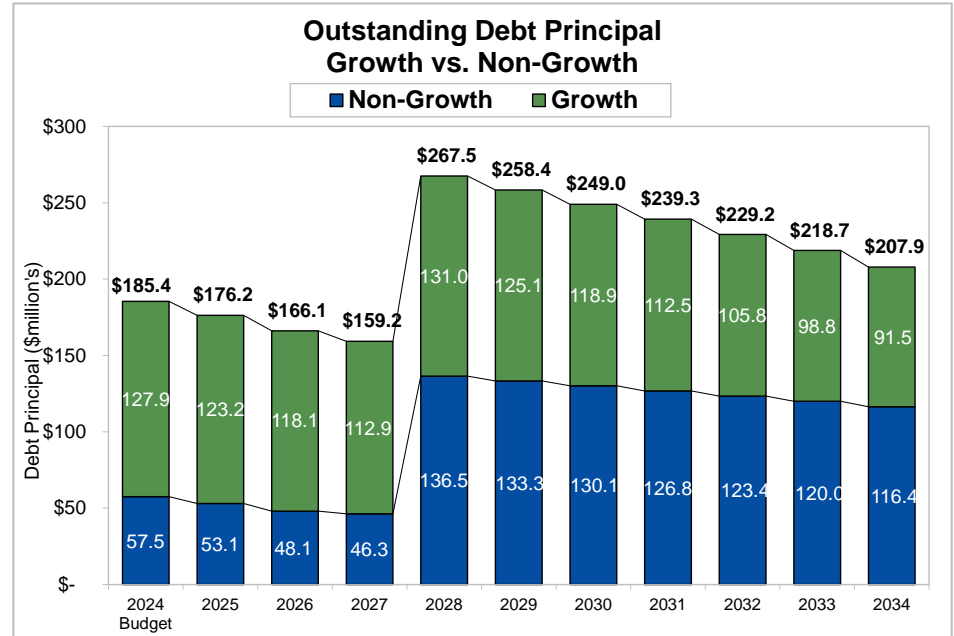
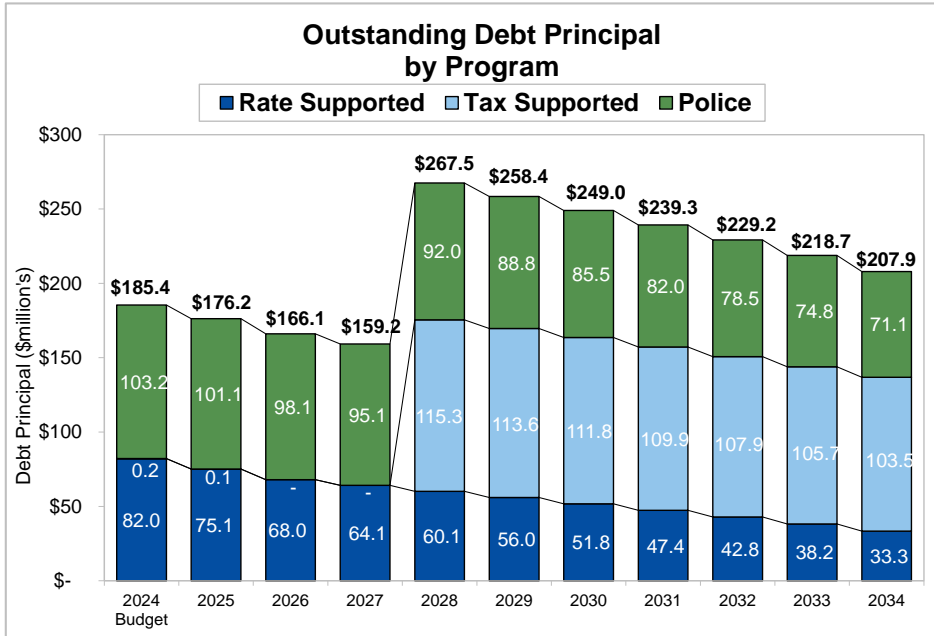
DCs, combined with the Regional interim financing through the Capital Investment Revolving Fund, Tax Capital reserve and alternative financing (debt), are used for the financing growth-related projects in the 10-year capital budget. In particular, the Regional interim financing is provided for the non-residential employment capital cost share and will be recovered from future DCs including carrying costs under the financing plan. This plan ensures that all growth-related costs that can be recovered under the DC By-law will be recovered, and that Halton's strong financial position is not compromised. The 2025 Budget incorporates the Regional interim financing requirements, including the financing of the resulting debt charges.

Debt Financing

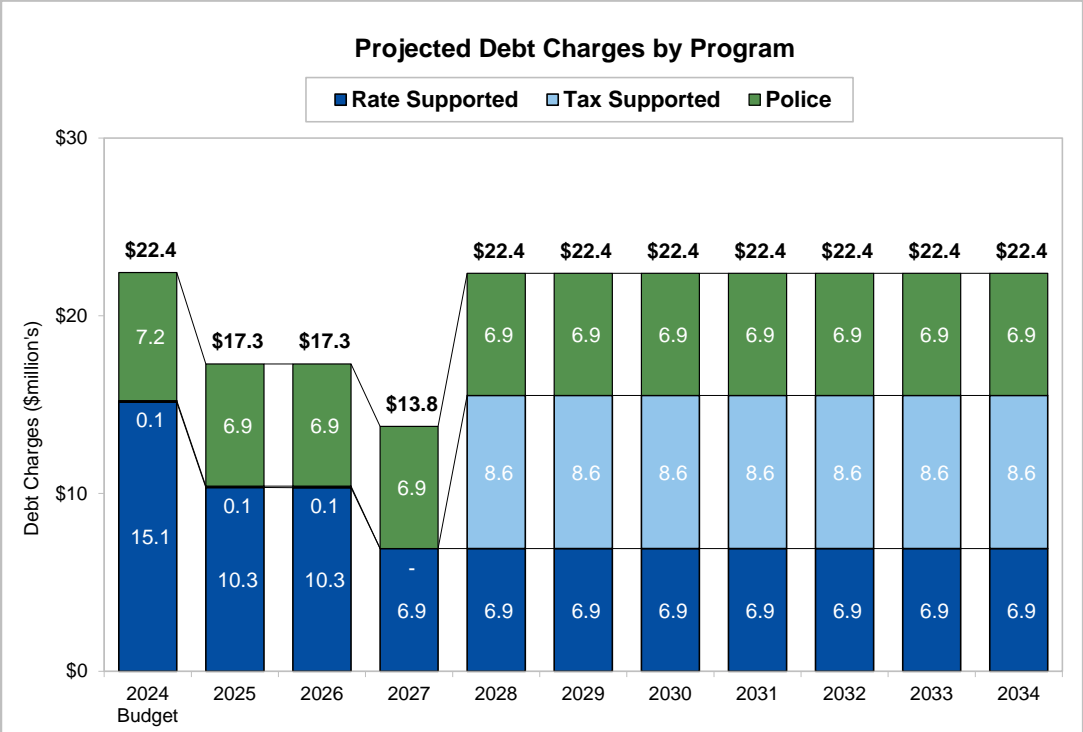
When debt financing is required, the Region leverages its long history of maintaining a AAA/Aaa credit rating to obtain the most competitive rates available in the market typically over a 10-year term. This is considered financially prudent in order to maintain financial flexibility in the face of significant and changing funding requirements. These requirements occur over the forecast period to accommodate new construction, replacement and upgrade of capital assets. Notwithstanding, the Region continues to monitor market conditions to best utilize longer-term debt financing. For instance, the Region issued a 30-year term sinking fund debt in the amount of \$106.0 million in 2011 to service strategic employment lands (Report No. CS-33-11/PW-53-11/LPS58-11 re: "2011 Water and Wastewater Servicing to Employment Lands in Halton") and \$62.5 million in 2015 and \$42.8 million in 2023 to construct the new Police Headquarters. The Development Financing Plan

approved as part of Report No. **CA-02-24/PW-04-24/FN-05-24** contemplates the utilization of debt, if alternative financing is not secured, for the residential and non-residential share of the major capacity projects being proposed totalling \$638.3 million.

The following charts illustrate the annual projected debt levels over the next 10 years. Debt levels are expected to peak at \$267.5 million in 2028, mainly driven by funding required for the North Operations Paramedic Centre in 2028.

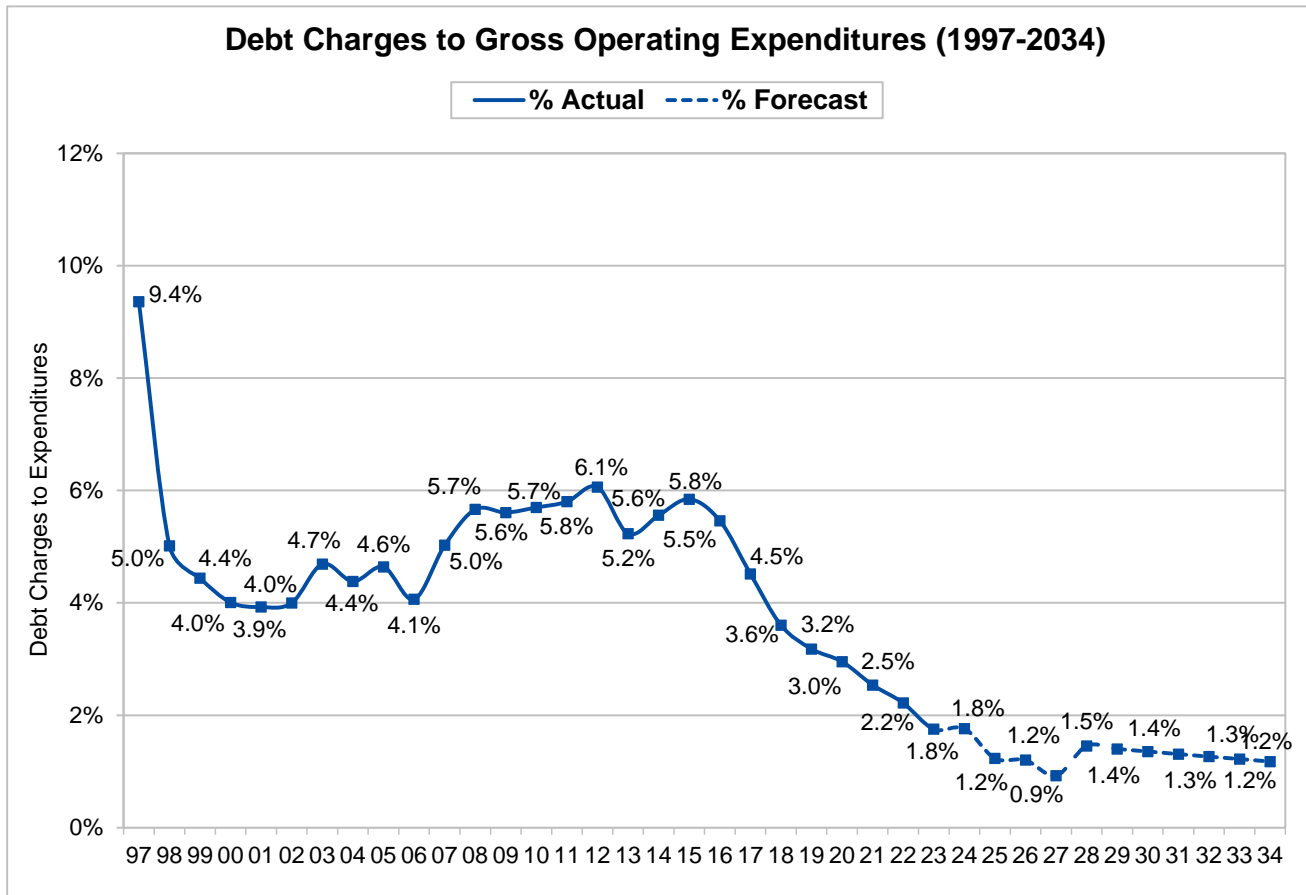


As illustrated in the chart below, total budgeted debt charges will decrease in 2025, as compared to 2024 due to the retirement of debt charges for the Rate Supported Budget only to come back on board in 2028 for the North Operations Paramedic Centre.



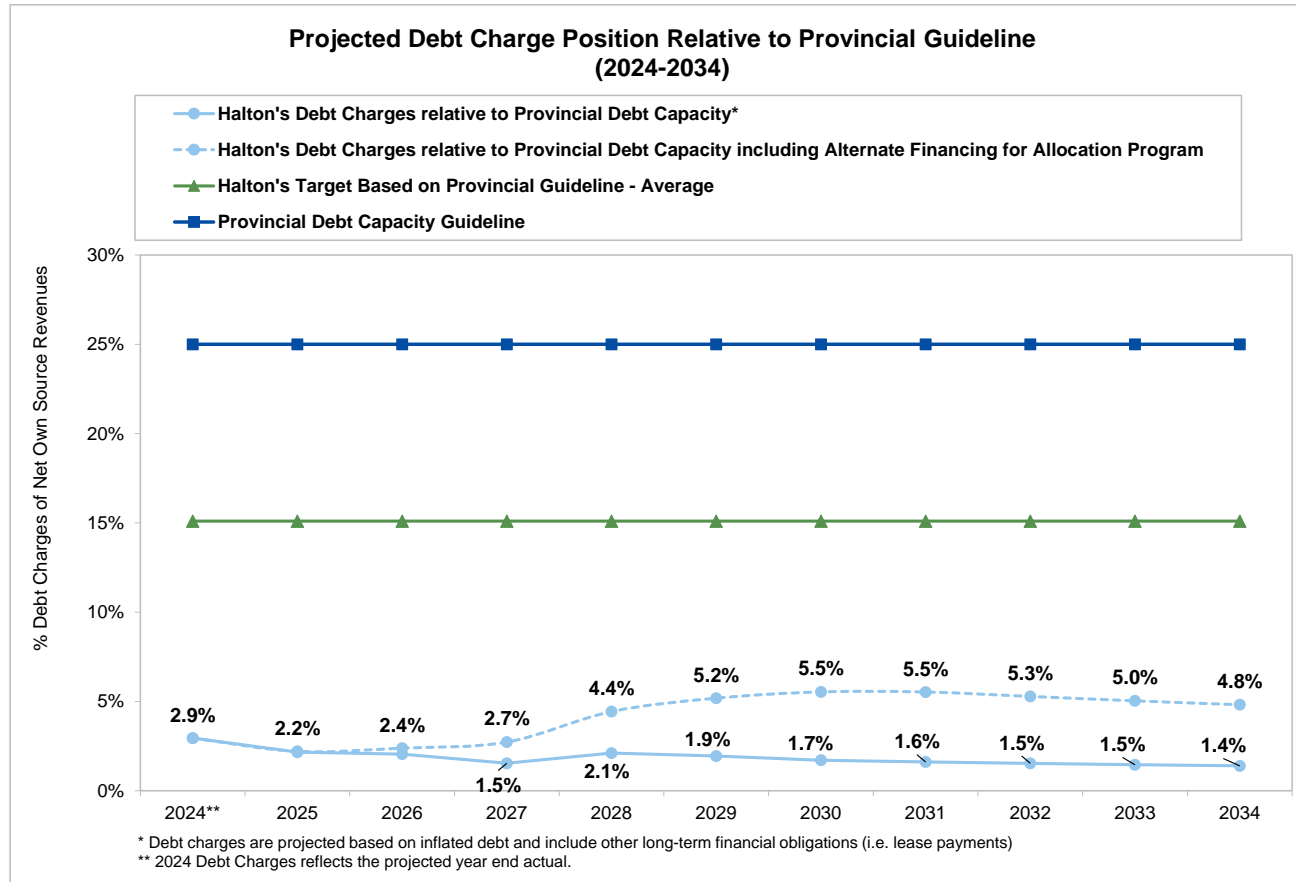
The projected levels are affordable in the context of the Region's total financial plan and relative to Halton's substantial asset base. The affordability of the debt can be measured by examining projected debt charges as a percentage of total operating expenditures as shown in the Debt Charges to Gross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

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



The Province sets a debt capacity guideline for municipalities of 25% of own revenues. The Region's own guidelines (10% of gross operating expenditures) translate to approximately 15% of own revenues. The chart below illustrates the Region's projected position relative to the Province's debt guideline. The Region's ratios continue to remain well below the guideline. Due to the accelerated infrastructure necessary to meet housing pledges, the financing plan for the 2023 Allocation Program assumes the alternate financing would be some combination of Federal, Provincial and Regional (debt or interim reserve financing, which will be reimbursed from future DCs) financing. Given the necessity of water and wastewater capacity to respond to the housing crisis, financing the delivery of this capacity should be

a priority of both the Federal and Provincial Government. For this reason, the 2025 budget assumes the alternate financing is provided by senior levels of government, however the chart below sets out a forecast that assumes the cost for water and wastewater capacity infrastructure is provided by senior levels of government and also provides a scenario where the Region uses debt (over 30 years) to finance the costs.



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

Reserve Financing

The Region's reserve financing strategy is an important element of the financial plan. Reserves, funded by operating contributions, Canada Community-Building Fund revenue and investment earnings are a primary funding source to sustain ongoing/recurring capital programs, in particular by ensuring that the Region can fund its State-of-Good-Repair capital program. In addition, reserves are also used to fund unanticipated or one-time expenditure requirements to allow the Region

the flexibility to issue debt only when market opportunities arise, and to minimize the fluctuation of property taxes and water and wastewater rates caused by temporary or cyclical conditions.

As shown in the Reserve Continuity schedule below, the projected balance of the Region's reserves at December 31, 2024 is \$1,195.7 million, \$199.1 million of which are reserve funds (e.g., DC funds and self-insurance funds).

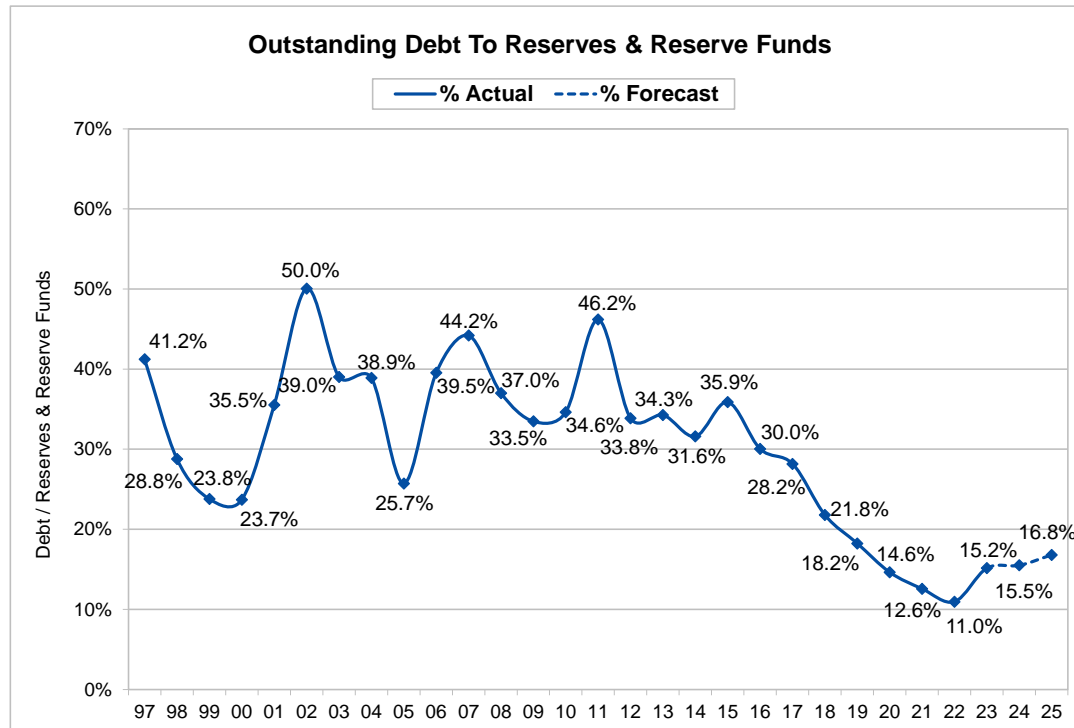
2025 Budget and Forecast Reserve Continuity (\$000s)									
	2023 Ending	2024 Projected Ending*	2025 Transfers						2025 Projected Ending
			Transfers From/(To) Operating	Transfers From/(To) Capital	Intra Reserve Transfers	Projected DC/Dvel. Cntrbtn	Projected Interest Allocation	Total	
Reserves									
Tax Stabilization	\$ 79,103	\$ 79,916	\$ 514	\$ (1,319)	\$ -	\$ -	\$ -	\$ (805)	\$ 79,111
Rate Stabilization	33,392	33,392	-	-	-	-	-	-	33,392
Program Specific	94,787	94,062	12,439	(796)	-	-	-	11,643	105,705
Vehicle & Equipment	93,092	83,633	24,101	(27,688)	(243)	-	2,452	(1,379)	82,254
Tax Capital	400,871	346,809	76,977	(202,673)	37,449	-	14,389	(73,858)	272,950
Rate Capital	301,103	248,958	137,631	(212,507)	-	-	21,523	(53,353)	195,605
Capital Invst Rvlvg Fund	112,019	109,799	7,366	(68,611)	31,081	-	3,955	(26,209)	83,590
Sub-Total	1,114,368	996,569	259,027	(513,595)	68,286	-	42,320	(143,962)	852,607
Reserve Funds									
Corporate	192,912	197,560	19,957	(19,540)	-	-	5,089	5,506	203,066
Development Charges	5,207	1,528	(6,364)	(223,933)	(68,286)	290,208	208	(8,167)	(6,639)
Sub-Total	198,119	199,088	13,593	(243,473)	(68,286)	290,208	5,297	(2,661)	196,427
Gross	\$ 1,312,487	\$ 1,195,656	\$ 272,620	\$ (757,067)	\$ -	\$ 290,208	\$ 47,617	\$ (146,623)	\$ 1,049,034

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

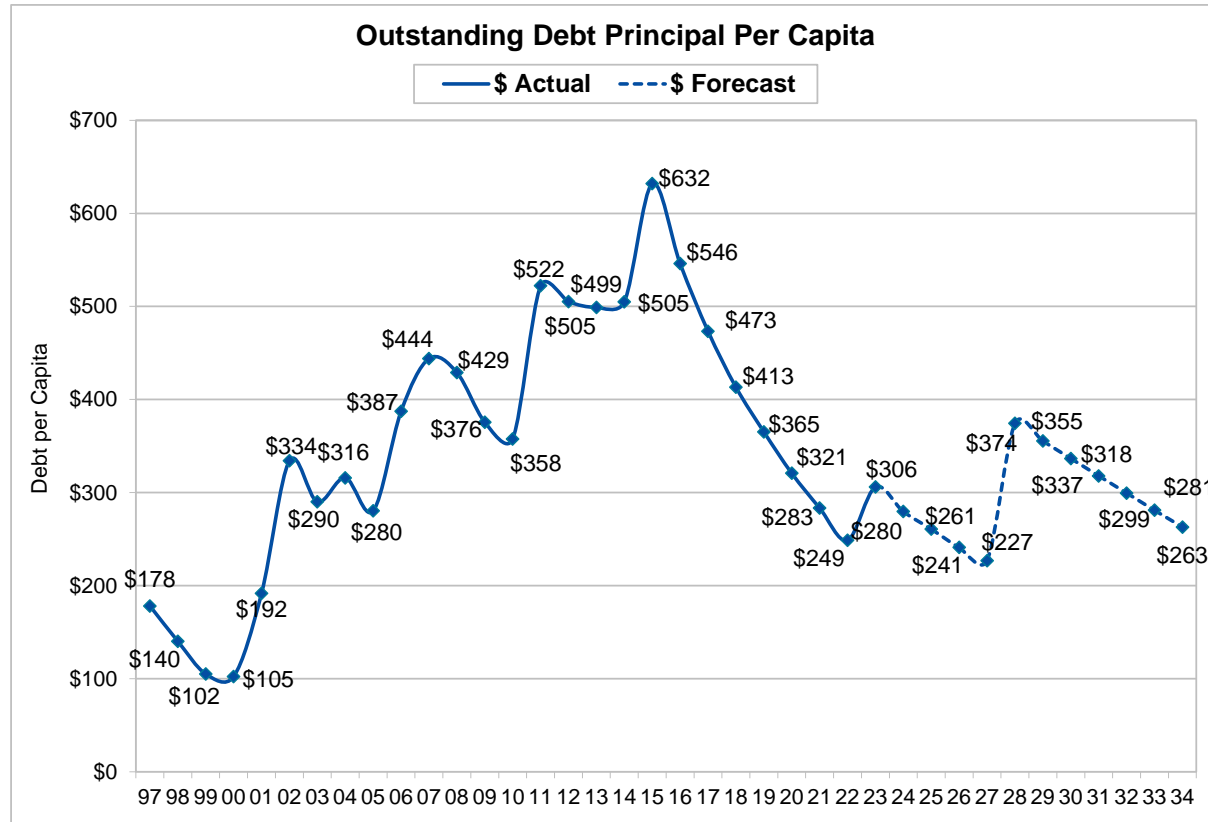
The target balance for the stabilization reserves is 10% of gross operating expenditures for Tax and 15% for Rate (Report No. CS-05-13 re: "2012 Year End Accounting Transactions"). In 2025, the Tax Stabilization reserve balance is projected to be \$79.1 million, which is \$33.4 million below the target of \$113.4 million. The Rate Stabilization reserve balance is projected to be \$33.4 million, which is \$10.3 million below the target of \$43.7 million. Any operating surplus funds are first applied to the stabilization reserves in order to meet the target levels and any funds in excess of the target balance are transferred to the Tax and Rate Capital reserves or other program areas as per the Reserve Policy.

As shown in the above schedule, the reserve position is projected to decrease by \$146.6 million to \$1,049.0 million (including the reserve funds) at the end of 2025. This reduction is mainly related to the funding required for transportation state-of-good-repair financed from the Tax Capital reserve and Rate state-of-good-repair financing from the Rate Capital reserves.

The following Outstanding Debt to Reserves & Reserve Funds chart illustrates the impact of the Region's Financial Plan in terms of the debt to reserve ratio. The lower the ratio, the more financial flexibility is available to respond to new requirements, and the more secure the Region's overall financial position. The ratios over the past 24 years have fluctuated according to capital infrastructure funding needs over time. The ratio rose in 2011 (46.2%) as the Region issued a 30-year term sinking fund debt for \$106.0 million (CS-33-11/PW-53-11/LPS58-11) to service strategic employment lands. The ratio is expected to increase in 2025 (16.8%) from the 2024 level due declining reserve levels and full onboarding of the Police Debt related to 1 District New Construction.



The following debt per capita graph demonstrates outstanding debt in relation to the population in the Region. The debt amount will rise in 2028 due mainly to the debt financing of the North Operations Paramedic Centre. This ratio will then begin to decline thereafter over the forecast period as the Region continues with a pay-as-you-go financing for the State-of-Good-Repair capital programs and decrease the reliance on debt.



Conclusion

The 2025 Budget results in a property tax increase of 2.3% for Regional Services and 11.8% for Police Services for a combined tax increase of 6.0%, and a 5.5% rate increase for Water and Wastewater Services. The 2025 Budget continues to prioritize supporting the goals identified through the **2023-2026 Strategic Business Plan**, including advancing infrastructure to support growth, delivery of new supportive and assisted housing, maintaining paramedic response times, maintaining the state-of-good-repair of capital assets and implementation of the Digital Strategy. The 2025 Budget continues to focus on core services, continuous improvement and incorporating efficiencies in all program areas to mitigate the tax impact, while addressing the significant pressures caused by provincial funding shortfalls, inflation, growth and increased demand for services.

2023-2026 Strategic Business Plan Measures



COMMUNITY WELL-BEING

Measures	Projection for 2025	Plan Target 2026
Number of new assisted, housing opportunities created annually	In 2025, Housing Services will continue to create new housing opportunities in line with the updated 2025-2035 Comprehensive Housing Strategy.	By 2026, Housing Services will continue to create new housing opportunities in line with the updated 2025-2035 Comprehensive Housing Strategy.
Number of new shelter spaces	In 2025, Housing Services will continue to offer new spaces of overflow shelter as demand requires.	By 2026, Housing Services will continue to offer new spaces of overflow shelter as demand requires.
Number of new supportive housing units	An additional 53 new supportive housing units are projected to be created in 2025.	An additional 30 new supportive housing units are projected to be created in 2026.
Percentage of at-risk community housing units retained	In 2025, Housing Services will continue supporting 100% of Community Housing Providers in retaining units in the system.	By 2026, Housing Services will continue supporting 100% of Community Housing Providers in retaining units in the system.
Comprehensive Housing Strategy submitted to the Ministry of Municipal Affairs and Housing (MMAH) by 2025	Updated plan will be submitted to MMAH in 2025.	Submission complete.
Level of funding increase over 2022 baseline	Housing Services will continue to receive approximately the same level of operating funding over the 2022 baseline.	By 2026, Housing Services is expected to receive approximately \$5 million dollars in additional operating funding over the 2022 baseline. This represents a projected decrease of \$1m annually.
Number of workplaces that Halton has partnered with on mental health promotion	Four additional Halton workplaces to partner with Public Health to address workplace mental health promotion.	Four additional Halton workplaces to partner with Public Health to address workplace mental health promotion (a total of 10 workplaces).
Number of alcohol policies adopted in Halton by organizations/workplaces	Six additional Halton organizations/workplaces are expected to adopt policies.	Three additional Halton organizations/workplaces are expected to adopt policies (a total of 10 organizations/workplaces).
Immunization of School Pupils Act fully enforced by the end of 2026	Enforcement activities to focus on grades 9-12 and grade 2 students in 2024-25 school year, with all of these grades subject to suspension for non-compliant students. Size of non-compliant cohort will be determined. Current estimate is 15,000 non-compliant students to receive notices in fall 2025 (this number will increase if additional grades are added for enforcement).	All non-compliant students in grades 2-12 to undergo ISPA enforcement by the end of the 2026-27 school year.

Measures	Projection for 2025	Plan Target 2026
Development of an Adverse Childhood Experience awareness framework	Provincial Adverse Childhood Experience Framework completed and adapted to a local context.	The development of a cross-sectoral committee to build community knowledge and awareness, and develop Adverse Childhood Experience-awareness policies.
480 parents in targeted parenting programs annually by 2025	350 families expected to participate in parenting programs in 2025. Unable to expand the number of groups until Q3 2024 due to community partner availability.	450 families expected to participate in parenting programs by 2026.
Updated Paramedic Master Plan developed by 2025	Updated Paramedic Master Plan completed.	Development of Master Plan completed.
Updated Paramedic response time targets set by Council by 2025	Expect to achieve 2025 response time targets.	Expect to achieve 2026 response time targets.
Updated Community Safety and Well-Being model and priorities	A formal update on the Community Safety and Well-Being Plan will be submitted to the Ministry of the Solicitor General ahead of 2025 deadline (Provincial Regulation). On Track.	Engagement with community partners is always ongoing through various CSWB initiatives. CSWB model responsive to new and emerging priorities. Progress underway through 2025-2026 with project completion expected in 2026.
Number of residents and service providers participating in seniors wellness hubs	In 2025, the number of service providers, events and total participants are expected to continue to grow.	In 2026, the number of service providers, events and total participants are expected to grow. Participation is anticipated to reach over 4,000 participants.
Dollars invested / number of grants through Halton Region Community Investment Fund to support Community Safety and Well-Being related initiatives	\$5 million is expected to be awarded (pending Council approval) to 85 grants supporting CSWB related initiatives.	\$5 million is expected to be awarded (pending Council approval) to 85 grants supporting CSWB related initiatives.
Building Safer Communities Fund action plan and funding model established, investments made in initiatives to reduce gang affiliation	On track to completing second half of program spending.	Anticipate completion of spending Federal Funding until March 2026.
Provincial funding gap for cost-shared programs	Continued strategic advocacy as required.	Continued strategic advocacy as required.
Annual emergency exercises based on up-to-date emergency plans	2025 exercise scheduled for Q1.	2026 exercise complete by Q4.

Measures	Projection for 2025	Plan Target 2026
Reduced child care fees in accordance with Provincial requirements	Effective January 1, 2025, families with children under the age of six enrolled in a CWELCC child care space will pay no more than \$22 per day. No new CWELCC spaces have been allotted to Halton Region. This will result in no additional Halton families accessing CWELCC spaces in the near-term despite growing demand. Advocacy to the provincial government will continue to ensure as many Halton families as possible receive affordable child care.	Fee reductions for 2026 remain unknown at this time. The province previously committed to lowering fees for eligible children to an average of \$10 a day by March 2026.
Centralized Ontario Works application intake implemented	Implementation complete.	Implementation complete.



INFRASTRUCTURE AND GROWTH

Measures	Projection for 2025	Plan Target 2026
Council approval of the Integrated Master Plans, including an updated Capital Program to support future growth	Council approval scheduled for Q1 2025.	Council approval received.
Key infrastructure planned and delivered to support growth to 2031	Projects to support approved growth were initiated in 2023. We will continue to monitor and report on the progress of projects that commenced in 2023.	We will continue to monitor and report on the progress of these projects.
4.1 million sq. ft. annually of non-residential Total Floor Area with building permits issued	In 2025, 3.6 million sq. ft. of non-residential Total Floor Area is expected based on the last 5-year trend, which will be just shy of the 4.1 million sq. ft. target. In the following years, the adoption of Halton Hills' Premier Gateway Phase 2B Secondary Plan in October 2023 and completion of additional Regional infrastructure projects are expected to encourage more non-residential growth in Halton.	In 2026, the Region will continue to monitor non-residential building permits issued toward the annual target of 4.1 million sq ft. as identified in the 2023 – 2026 Halton Region Strategic Business Plan.
Implementation of the Region's updated Development Application Tracking System	Implementation complete.	Implementation complete.
District 1 Halton Regional Police Service facility construction completed by Q4 2025	District 1 Halton Regional Police Service facility construction will be 100% complete.	Construction completed.
Build paramedic stations per master plan and develop plans for paramedic services headquarters	Development of Paramedic Services Headquarters 4% complete. Development of Paramedic Services Stations 4% complete.	Development of Paramedic Services Headquarters 8% complete. Development of Paramedic Services Stations 7% complete.
Council approval of updated asset management policy and strategy	An updated Asset Management Plan will be presented to Council in Q2 2025.	Not applicable.

Measures	Projection for 2025	Plan Target 2026
At least 80% of all infrastructure rated as good or very good, as identified through the Asset Management Plan	The updated Asset Management Plan will report on infrastructure condition.	Not applicable.
Number of HCHC Building Condition Assessment recommendations and energy audits completed	88% of Capital Projects targeting Building Condition Assessments (BCA) are expected to be completed.	95% of Capital Projects targeting Building Condition Assessments (BCA) are expected to be completed.
80% of Priority 1 & 2 Building Condition Assessment items completed for HCHC	80% of Priority 1 & 2 Building Condition Assessment items are projected to be 60% complete by 2025.	80% of Priority 1 & 2 Building Condition Assessment items are projected to be 100% complete by 2026.
Percentage of broadband coverage of rural areas	This measure is driven by available funding and the Telecommunications applications for funding to improve this measure. Unless new funding is available, we don't foresee changes to the measure in 2025 or 2026.	This measure is driven by available funding and the Telecommunications applications for funding to improve this measure. Unless new funding is available, we don't foresee changes to the measure in 2025 or 2026.
Percentage of residents with 5G and 1GB service	This measure is driven by available funding and the Telecommunications applications for funding to improve this measure. Unless new funding is available, we don't foresee changes to the measure in 2025 or 2026.	This measure is driven by available funding and the Telecommunications applications for funding to improve this measure. Unless new funding is available, we don't foresee changes to the measure in 2025 or 2026.
Council approval of the Integrated Master Plans, including a Capital Program that supports a multi-modal transportation system available to all users of all abilities	Completion of the Integrated Master Plan is anticipated for early 2025.	Not applicable.
Percentage of Advanced Traffic Management Systems implemented	Approximately 75% of Regional traffic signals will be brought online by the end of 2025. This includes Oakville (110 Signals), Milton (77 Signals) and Halton Hills (28 Signals).	Bringing traffic signals connections for City of Burlington (72 Signals) - (Phase 4) online to TMC facility.
Council approval of the Transit Priority Corridor Operationalization Study, including an Implementation Plan and Strategy for the delivery of the Transit Priority Corridor Network	Phase 2 will proceed subject to Council direction through CA-18-24/PW-17-24, timing to be determined.	Phase 2 will proceed subject to Council direction through CA-18-24/PW-17-24, timing to be determined.
Less than 1.5 collisions per million vehicle kms	Implementation of findings from 2024 in addition to continued monitoring of Regional roads and intersections through safety reviews, routine maintenance, and improvements through TOSS and capital reconstruction projects to improve the safety of the Regional road network.	Continuation of monitoring of Regional roads and intersections through safety reviews, routine maintenance, and improvements through TOSS and capital reconstruction projects.



CLIMATE CHANGE AND THE ENVIRONMENT

Measures	Projection for 2025	Plan Target 2026
Achieve Milestone Two (set a corporate greenhouse gas emission target) of the Partners for Climate Protection (PCP) program	Target set - completed.	Target set - completed.
Achieve Milestone Three (develop a corporate climate action plan) of the Partners for Climate Protection (PCP) program	Target set - completed.	Target set - completed.
Savings achieved through the implementation of the Energy Strategy	861 tCO2e in savings through energy reduction projects.	114 tCO2e in savings through energy reduction projects.
Climate Change & Health Vulnerability Assessment completed	Climate Change & Health Vulnerability Assessment completed.	Climate Change & Health Vulnerability Assessment completed.
Savings achieved through Green Fleet initiatives	5% of PW fleet regenerative hybrid 0% EV and PHEV	5% of PW fleet regenerative hybrid 0% EV and PHEV
Calculate and report total corporate GHG emissions annually	Corporate GHG emissions: 17,008 tCO2e (normalized)	Corporate GHG emissions: 16,675 tCO2e (normalized)
Achieve Milestone Two (set a community greenhouse gas emission target) of the Partners for Climate Protection (PCP) program	No longer active.	No longer active.
Achieve Milestone Three (develop a community climate action plan) of the Partners for Climate Protection (PCP) program	No longer active.	No longer active.
61% of waste diverted from landfill	60% of waste diverted from landfill.	61% of waste diverted from landfill.
153 kg of waste generated per household	153 kg waste generated per household.	153 kg waste generated per household.

Measures	Projection for 2025	Plan Target 2026
Council endorsement of the recommended levels of service by 2025	Q2 2025 Regional Council award of next collection RFPs.	Completed.
Number of joint initiatives related to environmental protection	As a result of Bill 23, the planning authority of regional governments has been altered, and detailed service agreements with conservation agencies and local municipalities need to be established.	ECOPARK MOU is expected to be renewed in 2026.



EXCELLENCE IN GOVERNMENT

Measures	Projection for 2025	Plan Target 2026
Tax rate increases at or below the rate of inflation	Aim to achieve tax rate increases at or below inflation rate.	Aim to achieve tax rate increases at or below inflation rate.
Achieve AAA and Aaa credit ratings	Aim to achieve AAA/Aaa Credit Rating annually.	Aim to achieve AAA/Aaa Credit Rating annually.
Receive the Government Finance Officers Association Award for the Budget and Business Plan and Annual Financial Report	Receive the Government Finance Officers Association Award for Budget and Business Plan and Annual Financial Report.	Receive the Government Finance Officers Association Award for Budget and Business Plan and Annual Financial Report.
Implementation of 125+ new external digital services for Halton residents and stakeholders	45 new external digital services implemented.	65 new external digital services implemented.
Implementation of 50+ new internal digital services for Halton staff and management	44 new internal digital services implemented.	50 new internal digital services implemented.
90% of customers who are overall satisfied with their digital experience	90% of customers who are overall satisfied with their digital experience.	90% of customers who are overall satisfied with their digital experience.
2,000 customer conversions from phone to digital	4,000 customer conversions from phone to digital.	6,000 customer conversions from phone to digital.
100% of water meters converted to Advanced Meter Infrastructure (AMI) (remote) meter reading	By the end of 2025, the project will be approximately 85% complete with all system integrations complete and approximately 50% of meters converted to AMI meter reading.	By the end of 2026, 100% of meters will have been converted to AMI (remote) meter reading.

Measures	Projection for 2025	Plan Target 2026
Sign relationship agreements with Indigenous Communities and Organizations	Continued engagement and relationship building with Indigenous Communities and organizations to explore the potential for relationship agreements.	Next steps will be determined through input and guidance provided by Indigenous Communities and organizations.
Establish Indigenous Advisory Committee	Continued relationship building with Indigenous Communities and organizations to determine their preferred approach for ongoing engagement and consultation.	Next steps will be determined through input and guidance provided by Indigenous Communities and organizations.
Net hire ratio	Net hire ratio: 1.5%	Net hire ratio: 1.5%
Internal hire rate	Internal hire rate: 55%	Internal hire rate: 60%
New hire engagement rate	New hire engagement rate: 85%	New hire engagement rate: 85%
Retention probability score	Retention rate: 94%	Retention rate: 95%
New hire outcomes relative to workforce diversity objectives	We will continue to support EDI initiatives and update internal practices based on guidance from the EDI team.	We will continue to support EDI initiatives and update internal practices based on guidance from the EDI team.

Halton Region Budget and Business Plan

TAX OVERVIEW



HEALTH INSPECTOR TESTING POOL WATER, STAFF WORKING AT THE WASTE MANAGEMENT SITE, STAFF PROVIDING PATIENT CARE AT CREEK WAY VILLAGE LTC, ACCESS HALTON STAFF PROVIDING CUSTOMER SERVICE AT HALTON REGIONAL CENTRE

BUDGET REPORT 2025

Tax Budget Overview

2025 Regional Property Tax Impact including Halton Regional Police Service

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

The 2025 Budget for Regional tax-supported services results in a **2.3% increase** in the Regional share of property taxes (excluding Police Services). This is consistent with Regional Council's priorities of maintaining tax rate increases at or below the rate of inflation while delivering high quality services to Halton residents. The Regional 2025 Tax-Supported Budget is increasing by 4.1% and includes a 1.8% assessment growth assumption for a net tax rate increase of 2.3%.

The Halton Regional Police Service (Police Services) 2025 budget request is \$232.0 million, which is an increase of \$28.2 million, or 13.8%, over the 2024 approved budget. This increase is above the guideline provided by Regional Council of 4.8% as set out in the 2025 Budget Directions (**FN-19-24**), and is driven by contract-related compensation and benefit cost increases, resourcing requirements to address the policing needs of the growing Region, IT hardware/software and capital financing requirements. The Police Services' 2025 budget was approved by the Halton Police Board on October 31, 2024.

The 2025 combined impact of Regional Services and Police Services is a **6.0% 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)												
	2024	2025			Change in Budget				2025			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2025 Base / 2024 Approved		2025 Requested / 2024 Approved		Assessment Growth (1.8%)	Tax Impact After Assessment		
Regional Services	\$ 321,948	\$ 333,059	\$ 2,222	\$ 335,280	\$ 11,111	3.5%	\$ 13,333	4.1%	\$ (5,795)	\$ 7,537	2.3%	
Police Services	203,787	228,011	3,979	231,990	24,224	11.9%	28,203	13.8%	(3,668)	24,535	11.8%	
Total	\$ 525,734	\$ 561,069	\$ 6,201	\$ 567,270	\$ 35,335	6.7%	\$ 41,536	7.9%	\$ (9,463)	\$ 32,073	6.0%	

Schedule may not add due to rounding

The net tax levy for Regional Services is increasing from \$321.9 million in 2024 to \$335.3 million in 2025, an increase of \$13.3 million or 4.1%, with a net tax impact of 2.3% after assessment growth. Of this amount, the 2025 base budget is increasing by \$11.1 million or 3.5%, with the balance relating to strategic investments proposed in the 2025 Budget.

The net tax levy for Police Services is increasing from \$203.8 million in 2024 to \$232.0 million in 2025, an increase of \$28.2 million or 13.8% with a net tax impact of 11.8% after assessment growth. Of this amount, the 2025 base budget is increasing by \$24.2 million or 11.9%, with the balance relating to strategic investments proposed in the 2025 Budget.

The combined 2025 levy request totals \$567.3 million and represents an increase of 7.9%. After assessment growth of 1.8%, these increases result in a net tax impact of 6.0% for the Region and the Police.

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)*				
	2024	2025	Change	
	Actual	Budget	\$	%
Regional Services	\$ 184.04	\$ 188.27	\$ 4.23	2.30%
Police Services	116.43	130.20	13.77	11.83%
Total Regional Taxes	\$ 300.47	\$ 318.47	\$ 18.00	5.99%

Schedule may not add due to rounding

* Based on projected 1.8% assessment growth

For illustrative purposes, the property tax impact per \$100,000 current value assessment (CVA) is an increase of \$4.23 for Regional Services, and when combined with the impact for Police Services of \$13.77, the result is a combined increase of \$18.00 per \$100,000 CVA. The Regional tax increase combined with the Police Services tax increase for 2025 would be \$90.00 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 \$18.00.

2025 Budget Overview

The following table highlights the process undertaken to prepare the 2025 Tax Budget.

2025 Budget Process				
	Report	Date	Tax Increase	Assessment Growth
2025 Forecast	FN-43-23	December 13, 2023	3.0%	1.8%
2025 Budget Directions	FN-19-24	July 10, 2024	4.0%	1.8%
2025 Budget	FN-34-24	December 11, 2024	2.3%	1.8%

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 2.3% tax increase in the 2025 Budget. Bringing the budget in within the guideline set out in the 2025 Budget Directions (**FN-19-24**), including strategic investments, is a result of prudent decision making by Regional Council and continuous improvements to programs and services.

2025 Tax Operating Budget by Program

The following table summarizes the 2025 Tax Budget by program (excluding Police Services). The 2025 requested budget is increasing from \$321.9 million to \$335.3 million, an increase of \$13.3 million or 4.1% before assessment growth. Of this increase, the base budget is increasing by \$11.1 million or 3.5%. This increase includes cost-saving measures and redeployment of staff resources to priority areas in 2025. This results in a net tax increase for the 2025 Budget of 2.3%. The assessment growth is estimated to be 1.8%, or \$5.8 million. Program budgets are discussed later in the Tax Overview.

Net Operating Budget for Tax-Supported Services (Excluding Police Services)								
Levy Requirement by Program (\$000s)								
	2024	2025			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2025 Base/ 2024 Budget		2025 Requested/ 2024 Budget	
Healthy Families	\$ 5,898	\$ 6,172	\$ -	\$ 6,172	\$ 274	4.7%	\$ 274	4.7%
Health Protection	3,987	4,410	-	4,410	423	10.6%	423	10.6%
Immunization & Oral Health Services	4,189	4,796	-	4,796	607	14.5%	607	14.5%
Infectious Disease Control	3,915	4,496	-	4,496	581	14.8%	581	14.8%
Public Health Resources	2,635	2,868	-	2,868	233	8.8%	233	8.8%
Paramedic Services	26,944	30,153	785	30,939	3,209	11.9%	3,994	14.8%
Children's Services	10,542	10,542	-	10,542	-	0.0%	-	0.0%
Employment & Social Services	8,082	6,805	328	7,133	(1,277)	-15.8%	(949)	-11.7%
Housing Services	43,246	48,738	-	48,738	5,493	12.7%	5,493	12.7%
Human Services Planning & Program Support	9,698	9,878	500	10,378	180	1.9%	680	7.0%
Services for Seniors	27,783	30,159	165	30,324	2,376	8.6%	2,541	9.1%
Waste Management	51,251	53,584	-	53,584	2,333	4.6%	2,333	4.6%
Road Operations	62,939	66,320	8	66,329	3,381	5.4%	3,389	5.4%
Development Services	7,828	8,156	-	8,156	328	4.2%	328	4.2%
Small Business Centre & Heritage Services	3,713	2,568	-	2,568	(1,145)	-30.8%	(1,145)	-30.8%
Non-Program*	35,571	29,073	435	29,508	(6,498)	-18.3%	(6,063)	-17.0%
Boards & Agencies	13,727	14,340	-	14,340	613	4.5%	613	4.5%
Net Regional Impact	321,948	333,059	2,222	335,280	11,111	3.5%	13,333	4.1%
Assessment Growth							(5,795)	1.8%
Regional Levy Requirement	\$ 321,948	\$ 333,059	\$ 2,222	\$ 335,280	\$ 11,111	3.5%	\$ 7,537	2.3%

Schedule may not add due to rounding

* Strategic Investments for Corporate Administration are reflected under Non-Program in the net amount of \$435,000, after recoveries from the rate, capital, and HCHC budgets. This includes 7.0 FTEs to support Corporate Services, Digital & Information Services, and Finance.

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

The following table summarizes the 2025 Corporate Administration cost by department that has been allocated to the program areas, including Non-Program for the tax-supported governance-related services. Of the \$111.9 million, \$31.0 million is recovered from the Rate-Supported Budget. The 2025 Corporate Administration budget is increasing by \$9.0 million, or 8.7%, and includes strategic investments for 7.0 FTEs to ensure levels of service are maintained and Council priorities are achieved. Of the 7.0 FTEs, 2.0 FTEs will support Corporate Services, 3.0 FTEs will support Finance, and 2.0 FTE will support Digital & Information Services. These investments will support the strategic objectives approved by Regional Council and provide the capacity needed to facilitate meeting the Region's corporate target of net-zero greenhouse gas emissions before 2045 and respond to needs within the organization, leverage technology to improve service delivery, and ensure the Region remains legislatively compliant and able to proactively address changes operationally and strategically. The main driver of the base budget increase in Corporate Administration is an increase of \$2.6 million in Digital & Information Services for cloud and subscription-based services to support the implementation of the Digital Strategy. The 2025 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)										
	2024	2025			Change in Budget					
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2025 Base / 2024 Approved		2025 Requested / 2024 Approved			
CAO's Office	\$ 5,963	\$ 6,358	\$ -	\$ 6,358	\$ 395	6.6%	\$ 395	6.6%		
Corporate Services	54,149	57,212	154	57,365	3,062	5.7%	3,216	5.9%		
Digital & Information Services	28,352	32,138	296	32,434	3,786	13.4%	4,081	14.4%		
Finance	12,410	13,098	427	13,526	688	5.5%	1,116	9.0%		
Office of the Chair	308	319	-	319	10	3.4%	10	3.4%		
Regional Council	1,760	1,919	-	1,919	158	9.0%	158	9.0%		
Total	\$ 102,944	\$ 111,043	\$ 877	\$ 111,920	8,100	7.9%	\$ 8,976	8.7%		

Schedule may not add due to rounding

2025 Tax Operating Budget by Cost Category

The following table summarizes the 2025 Budget by expenditure and revenue categories and shows that total gross expenditures have increased by \$104.4 million, or 13.3%, to \$889.4 million. Provincial & Federal funding and other program revenue are increasing by \$91.1 million, or 19.7%, to \$554.2 million, resulting in a net expenditure increase of \$13.3 million, or 4.1%, to \$335.3 million.

Total Tax Operating Budget Comparison by Cost Category (Excluding Police Services) (\$000s)									
	2024		2025			Change			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2025 Base / 2024 Approved	2025 Requested / 2024 Approved			
Personnel Services	\$ 250,315	\$ 263,725	\$ 5,144	\$ 268,869	\$ 13,410	5.4%	\$ 18,554	7.4%	
Materials & Supplies	20,236	22,067	120	22,188	1,832	9.1%	1,952	9.6%	
Purchased Services	127,310	120,694	(329)	120,365	(6,616)	-5.2%	(6,945)	-5.5%	
Financial & Rent Expenses	7,575	7,240	-	7,240	(335)	-4.4%	(335)	-4.4%	
Grants & Assistance	260,763	339,871	500	340,371	79,108	30.3%	79,608	30.5%	
Total Direct Costs	666,199	753,597	5,435	759,032	87,398	13.1%	92,833	13.9%	
Allocated Recoveries	(13,611)	(14,302)	(595)	(14,897)	(691)	5.1%	(1,286)	9.4%	
Corporate Support Recoveries	(22,397)	(23,409)	-	(23,409)	(1,012)	4.5%	(1,012)	4.5%	
Transfers to Reserves - Operating	55,435	54,905	-	54,905	(530)	-1.0%	(530)	-1.0%	
Transfers from Reserves - Operating	(4,640)	(4,520)	-	(4,520)	119	-2.6%	119	-2.6%	
Gross Operating Expenditures	680,986	766,270	4,841	771,111	85,284	12.5%	90,124	13.2%	
Capital Financing Expenditures	103,998	118,321	-	118,321	14,323	13.8%	14,323	13.8%	
Total Gross Expenditures	784,985	884,591	4,841	889,431	99,606	12.7%	104,447	13.3%	
Provincial & Federal Funding	(358,361)	(435,191)	(2,456)	(437,648)	(76,830)	21.4%	(79,287)	22.1%	
Other Revenue	(104,676)	(116,341)	(163)	(116,503)	(11,665)	11.1%	(11,828)	11.3%	
Total Revenue	(463,037)	(551,532)	(2,619)	(554,151)	(88,495)	19.1%	(91,114)	19.7%	
Net Program Expenditures	\$ 321,948	\$ 333,059	\$ 2,222	\$ 335,280	\$ 11,111	3.5%	\$ 13,333	4.1%	
Assessment Growth									1.8%
Tax Impact									2.3%

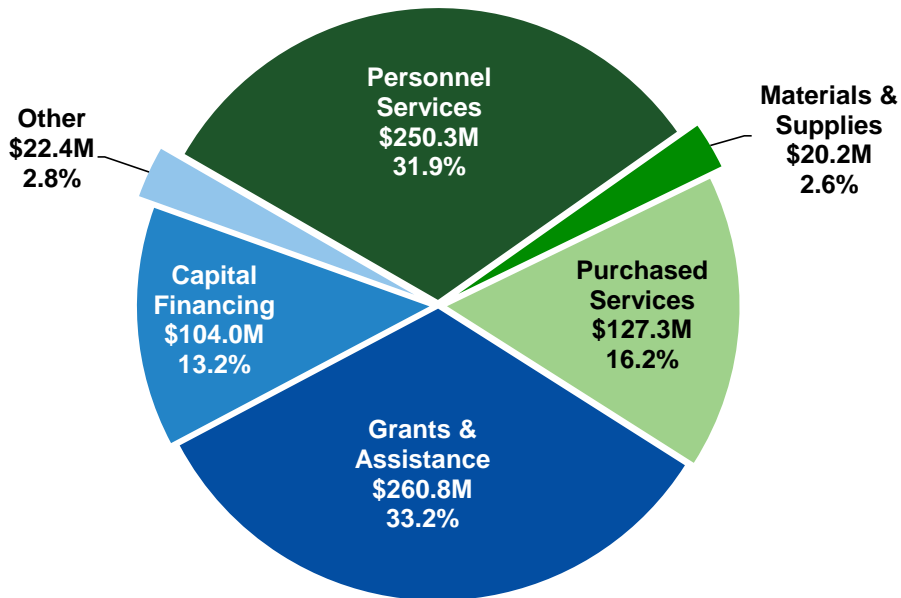
Schedule may not add due to rounding

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

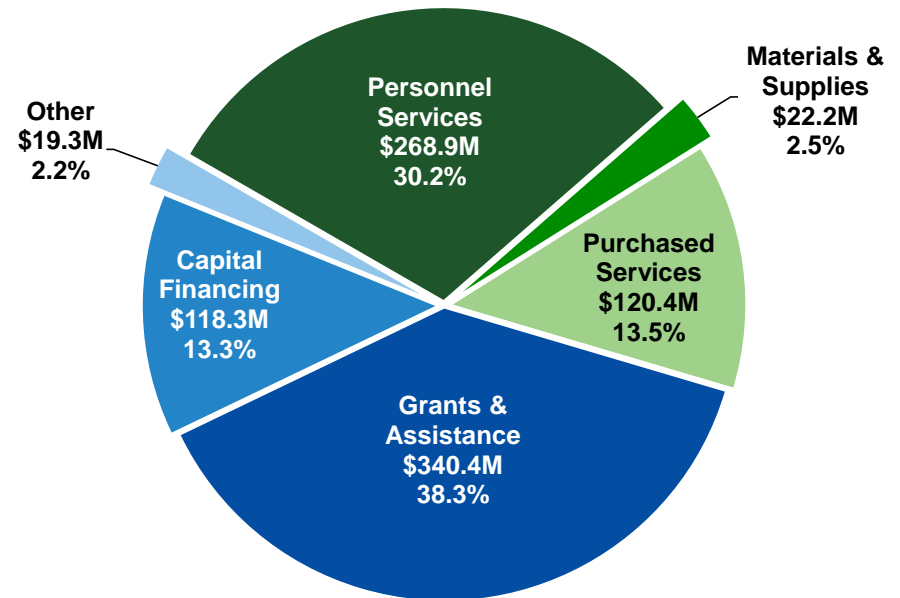
Gross Expenditures

The following charts show the breakdown of the total gross expenditures in the 2024 and 2025 operating budgets for Regional tax-supported services (excluding Police Services) by cost category. The 2025 operating budget includes \$889.4 million in total gross expenditures.

2024 Tax Gross Expenditures: \$785.0 million



2025 Tax Gross Expenditures: \$889.4 million



Total gross expenditures are increasing by \$104.4 million, or 13.3%, in the 2025 Tax-Supported Budget, attributable to the following key changes.

Personnel Services – \$18.6 million increase

Personnel costs account for 30% of total gross expenditures for tax-supported services (excluding Police Services). As shown in the following table, compensation costs are proposed to increase by 7.41% or \$18.6 million in 2025 as a result of:

- 5.36% or \$13.4 million for base budget compensation increases, comprised of the following:
 - 3.38% or \$8.5 million increase to salary budget based on a 3.5% increase in the non-union pay band based on a pay-for-performance merit system and anticipated increases in union agreements and an increase in the budgeted percentage of job rate (from 94.5% to 95.0%) to reflect actual trends.
 - 1.98% or \$5.0 million increase to benefit costs based on increases in statutory and other benefits calculated as a percentage of earnings.
 - The 2025 Budget also includes a provision to review pay bands that were not addressed as part of the review undertaken and reflected in the 2024 Budget, to ensure all pay bands are aligned with market comparators and internal equity is maintained.
- 2.06% or \$5.1 million increase for an additional 38.5 FTEs and 16,780.3 relief hours included as strategic investments in the 2025 Budget.

2025 Compensation Summary (Excluding Police Services)

	2023	2024	2025			Change
	Compensation Budget	Compensation Budget	Compensation Inc/(Dec)	Strategic Investments	Compensation Budget	
Healthy Families	\$ 9,514,370	\$ 9,596,534	\$ 636,059	\$ -	\$ 10,232,593	6.63%
Health Protection	6,432,430	6,492,105	299,358	-	6,791,463	4.61%
Immunization & Oral Health Services	7,511,710	7,988,688	565,492	-	8,554,180	7.08%
Infectious Disease Control	6,111,150	6,724,161	434,138	-	7,158,299	6.46%
Public Health Resources	3,636,390	3,750,829	167,803	-	3,918,632	4.47%
Paramedic Services	33,473,480	38,198,605	1,968,034	1,337,401	41,504,040	8.65%
Children's Services	13,481,910	13,547,466	747,097	-	14,294,563	5.51%
Employment & Social Services	6,130,350	6,808,452	277,025	328,152	7,413,629	8.89%
Housing Services (Excluding HCHC)	4,111,560	4,267,940	165,007	319,873	4,752,820	11.36%
Halton Community Housing Corporation	3,200,720	3,884,577	187,177	157,491	4,229,245	8.87%
Human Services Planning & Program Support	3,282,690	3,356,444	160,008	-	3,516,452	4.77%
Services for Seniors	60,263,750	67,633,702	3,955,047	1,989,038	73,577,787	8.79%
Development Services	5,100,860	5,718,197	285,223	157,491	6,160,911	7.74%
Roads Operations	2,059,120	2,408,842	129,669	-	2,538,511	5.38%
Waste Management	4,955,340	5,415,985	381,877	-	5,797,862	7.05%
Small Business Centre & Heritage Services	1,970,230	2,042,798	(814,945)	-	1,227,853	-39.89%
Corporate Administration	57,508,516	60,742,174	3,804,232	854,548	65,400,954	7.67%
Office of the Chair & Regional Council	1,688,570	1,737,997	61,371	-	1,799,368	3.53%
Total	\$ 230,433,146	\$ 250,315,496	\$ 13,409,673	\$ 5,143,994	\$ 268,869,163	7.41%
Compensation Increase			5.36%	2.06%	7.41%	

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 2025 Tax-Supported Budget (excluding Police Services) includes an increase of 38.5 FTEs and 16,780.3 relief hours for strategic investments.

2025 Complement Summary (Excluding Police Services)						
	2023	2024		2025		
	Budgeted Staff Complement	Budgeted Staff Complement	Total In-Year Adjustments	Strategic Investments	Budgeted Staff Complement	Change
FTE:						
Healthy Families	81.1	78.8	-	-	78.8	0.00%
Health Protection	50.7	49.6	-	-	49.6	0.00%
Immunization & Oral Health Services	66.3	67.7	-	-	67.7	0.00%
Infectious Disease Control	47.6	52.5	-	-	52.5	0.00%
Public Health Resources	26.0	24.0	-	-	24.0	0.00%
Paramedic Services	217.5	249.5	-	7.5	257.0	3.01%
Children's Services	111.8	109.8	1.0	-	110.8	0.91%
Employment & Social Services	57.0	60.0	-	3.0	63.0	5.00%
Housing Services (Excluding HCHC)	35.0	35.0	-	3.0	38.0	8.57%
Halton Community Housing Corporation	32.0	34.0	-	1.0	35.0	2.94%
Human Services Planning and Program Support	27.0	27.0	-	-	27.0	0.00%
Services for Seniors	604.2	622.6	-	17.0	639.6	2.73%
Development Services	39.0	42.0	-	1.0	43.0	2.38%
Road Operations	17.0	19.0	-	-	19.0	0.00%
Waste Management	43.4	45.4	-	-	45.4	0.00%
Small Business Centre & Heritage Services	15.0	15.0	(6.0)	-	9.0	(40.00)%
Corporate Administration	430.7	444.5	-	6.0	450.5	1.35%
Office of the Chair & Regional Council	1.0	1.0	-	-	1.0	0.00%
Relief Hours:						
Paramedic Services	75,781.8	63,945.0	-	5,041.6	68,986.6	7.88%
Immunization Services	1,350.2	1,350.2	-	-	1,350.2	0.00%
Children's Services	3,587.5	3,587.5	(1,827.0)	-	1,760.5	(50.93)%
Services for Seniors	119,821.7	130,413.9	-	11,738.7	142,152.6	9.00%
Total:						
FTE	1,902.3	1,977.4	(5.0)	38.5	2,010.9	1.69%
Relief Hours	200,541.2	199,296.6	(1,827.0)	16,780.3	214,249.9	7.50%

The table above includes total in-year adjustments resulting in net reductions of 5.0 FTE and 1,827 relief hours. This is due to:

- 1.0 FTE in Children's Services was converted through an equivalent reduction of 1,827 relief hours.
- Reduction of 6.0 FTEs to reflect the service delivery changes effective January 1, 2025 in Economic Development and Agriculture Sector Support Services as reported through Report No. **CA-22-24** re: "Updates on Service Delivery Post-Bill 23".

As noted above, the 2025 Budget includes an additional 38.5 FTEs and 16,780.3 relief hours requested as proposed strategic investments. Of the 38.5 FTEs, 29.5 FTEs will be either fully or partially funded by Provincial funding, reallocated base budget provisions, or through the capital & HCHC budgets as follows:

- 14.0 FTEs and 4,124.0 relief hours include Provincial funding to fully fund the cost to provide increased direct care hours for residents in Long-Term Care.
- 9.5 FTEs and 5,041.6 relief hours include provincial funding to partially fund the cost in Paramedic Services and Services for Seniors.
- 2.0 FTEs will support capital programs and will therefore be partially or fully recovered from the capital budget.
- 3.0 FTEs and 7,614.7 are fully funded through reallocated base budget provisions.
- 1.0 FTE will support the growing number of units managed by HCHC and will therefore be recovered from the HCHC budget.

The remaining 9.0 FTEs will be funded from property taxes and will support strategic priorities and address pressures driven by growth and increased demand for services.

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

Materials & Supplies – \$2.0 million increase

- \$1.5 million increase in contract costs related to food and medical supplies in Services for Seniors.
- \$463,000 increase in medical supply and fuel costs in Paramedic Services.

Purchased Services – (\$6.9 million) decrease

- (\$8.5 million) decrease due to a reallocation of \$8.5 million in expenditures in Children's Services from Purchased Services to Grants, to align with the new CWELCC funding model effective January 1, 2025.
- (\$2.0 million) in savings related to the Blue Box Program as a result of the transition to full producer responsibility in 2025 (the 2025 Budget includes a total of \$4.5 million in savings related to the transition of the Blue Box program to full producer responsibility; of the \$4.5 million, \$2.0 million related to savings in contract costs is reflected in Purchased Services, and \$2.5 million related to additional Blue Box funding is reflected in Program Revenues).
- (\$1.2 million) decrease due to the removal of one-time expenditures in the Public Health 2024 Budget for temporary staff and other support related to COVID-19.
- (\$200,000) decrease due to the removal of one-time consulting expenditures to support the vacant home tax policy review.
- \$100,000 increase for external legal services support.
- \$150,000 increase for one-time professional consulting services in Human Resources.
- \$221,000 increase for other waste contracts, including dozer and compactor costs, landfill gas maintenance, and sewer flushing costs reflecting higher contract renewal costs and increased demand.
- \$440,000 increase in insurance premiums and paid claim losses.
- \$495,000 increase in road maintenance contracts reflecting inflationary increases and lane kilometre growth.
- \$867,000 inflationary contract increase in waste management contracts (excluding Blue Box).
- \$2.6 million increase for software and computing services based on operational needs and to support the implementation of the Digital Strategy, including transitioning to SAP S/4HANA Cloud Subscriptions and Microsoft 365.

Financial & Rent Expenses – (\$335,000) decrease

- (\$403,000) decrease due to lease agreements ending at various remote locations.

- \$80,000 increase in tax relief programs comprised of \$70,000 for the Tax Rebate program to support the City of Burlington's expanded program for low-income seniors and low-income persons with disabilities (Report No. **FN-16-24** re: "City of Burlington Low-Income Property Tax Rebate Program") and \$10,000 for the Charity Rebates program to align with the 7-year actual trend.

Grants & Assistance – \$79.6 million increase

- \$70.5 million increase in Children's Services to align with the latest confirmed funding allocation received from the Ministry of Education for the Canada-Wide Early Learning and Child Care System, which will mainly be utilized to further reduce parent fees for Halton families with children enrolled in CWELCC child care centres.
- \$7.9 million increase in Employment & Social Services mainly due to a projected increase in Ontario Works caseload, fully offset with funding.
- \$633,000 increase in Housing Services mainly due to increases in Housing Provider subsidies based on the Provincial indices, and an increase in rent supplements to support inflation and growth.
- \$613,000 increase in municipal funding for the Boards & Agencies.
- \$500,000 increase proposed as a strategic investment for the Halton Region Community Investment Fund (HRCIF) to support emerging community needs and fund key human service programs and initiatives.
- \$171,000 decrease in grants to reflect the service delivery changes effective January 1, 2025 in Economic Development and Agriculture Sector Support Services (Report No. **CA-22-24**).

Allocated Recoveries – (\$1.3 million) increase

- (\$607,000) increase in recoveries from capital projects primarily driven by strategic investments proposed for a Project Manager II to support the state-of-good-repair of the Region's corporate facilities and HCHC facilities, and an Advisor, Capital & Development Financing to provide policy support and project management to meet strategic, divisional, operational and legislative priorities.
- (\$259,000) increase in recoveries from Police Services mainly related to risk management and fleet services provided by the Region.
- (\$158,000) incremental recovery from the Rate-Supported Budget related to a Supervisor - Inspections proposed as a strategic investment to ensure inspections staff can adequately respond to the increased demand associated with the Region's housing and growth priorities.
- (\$133,000) incremental recovery from the Rate-Supported Budget related to a Network Analyst SCADA proposed as a strategic investment to implement and support the SCADA Master Plan in conjunction with Public Works.
- (\$128,000) net increase in recoveries from the Rate-Supported Budget mainly related to increases in fleet services and risk management.

Corporate Support Recoveries – (\$1.0 million) increase

- Increased recoveries from rate-supported programs for expanding needs, including additional resources acquired through the 2024 strategic investments, and to support the Region's Digital Strategy.

Transfers to Reserves - Operating – (\$530,000) decrease

- (\$512,000) decrease due to the removal of the favourable assessment growth in 2024 (Report No. **FN-11-24** re: "2024 Tax Policy").

Transfers from Reserves - Operating – \$119,000 decrease

- \$200,000 decrease due to the removal of the one-time transfer for the vacant home tax policy review.
- \$30,000 decrease due to the removal of one-time transfers for shelving at Woodlands.
- \$29,000 decrease for mobile devices and cellphone replacement.
- (\$150,000) increase to fund one-time professional consulting services in Human Resources.

Capital Financing Expenditures – \$14.3 million increase

- \$4.5 million to provide funding for the automated wheeled cart collection program.
- \$4.0 million increase to fund the Regional New Units reserve to support new assisted and supportive housing to partially offset the loss of development charge revenues as a result of Bill 23.
- \$2.8 million increase to support the Roads State-of-Good-Repair capital program.
- \$1.6 million increase to fund the Digital Strategy.
- \$1.4 million increase to fund the transportation capital program, fully offset with an increase in the Canada Community-Building funding.
- \$484,000 to support the Paramedic Services Master Plan implementation.
- \$270,000 to support corporate and program specific technology capital requirements.
- \$250,000 to support the Waste Management State-of-Good-Repair program.
- (\$1.4 million) decrease in the payback for the Burlington Beach Master Plan – Land Acquisition program.

Gross Revenues

The \$889.4 million total gross expenditures in the Tax-Supported Budget are funded from various sources as shown in the table below. In the 2025 Tax-Supported Budget, 37.7% of the total gross expenditures are funded from property taxes and 47.5% are funded from Provincial funding. The other 14.8% of the funding comes from Federal funding, investment income, program & other revenue, and supplementary taxes.

Tax Gross Operating Revenues by Funding Source (\$000s)						
	2024		2025		Change in Budget	
	\$	% of Total	\$	% of Total	\$	% of Total
Property Tax Revenue	\$ 321,948	41.0%	\$ 335,280	37.7%	\$ 13,333	4.1%
Provincial Funding	343,558	43.8%	422,105	47.5%	78,547	22.9%
Federal Funding	14,803	1.9%	15,543	1.7%	740	5.0%
Program & Other Revenue	42,584	5.4%	47,593	5.4%	5,009	11.8%
Investment Income	54,792	7.0%	61,610	6.9%	6,818	12.4%
Supplementary Taxes	7,300	0.9%	7,300	0.8%	-	0.0%
Total Revenue	\$ 784,985	100.0%	\$ 889,431	100.0%	\$ 104,447	13.3%

Schedule may not add due to rounding.

Overall, for the 2025 Budget, revenues are expected to increase by \$104.4 million, or 13.3%, driven by a \$78.5 million increase in provincial funding mainly related to the CWELCC program in Children’s Services. Property taxes are increasing by \$13.3 million (including a property tax increase of 2.3% and assessment growth of 1.8%), and investment income is increasing by \$6.8 million to reflect the strong performance of the Region’s investment portfolio over the past few years. The increase in investment income is being utilized in the 2025 Tax-Supported Budget to fund critical increases in capital financing to support the Comprehensive Housing strategy to offset the loss in Development Charge revenues (\$4.0 million), and the Roads (\$2.8 million) state-of-good-repair capital program. Additional increases are discussed below and include \$5.0 million in program fees and other revenues, and a \$740,000 increase in Federal funding. The 2025 Budget for supplementary tax revenue are in line with 2024.

Provincial Funding – \$78.5 million increase

In total, \$422.1 million in Provincial funding is included in the 2025 Tax-Supported Budget and is primarily used to fund cost-shared programs in Health and Social & Community Services.

Change in Provincial Funding 2024-2025 (\$000s)		
Program	Funding	2024-2025 Change
Public Health	One-Time COVID-19 Response & Recovery*	(1,239)
	Healthy Babies Healthy Children	511
	Subtotal	(728)
Paramedic Services	Base Funding	853
	Strategic Investments	643
	Community Paramedicine	6
	Subtotal	1,502
Children's Services	Canada-Wide Early Learning and Child Care	62,815
	Ministry of Children, Community & Social Services Special Needs	43
	Subtotal	62,858
Employment & Social Services	Ontario Works Employment Assistance	520
	Ontario Works Cost of Administration	1,030
	Ontario Works Benefits	7,604
	Employment Ontario Program (Ontario Job Grant)	(3)
	Subtotal	9,151
Housing Services	Federal Block Funding	(225)
	Investment in Affordable Housing (IAH-SIF)	(53)
	Anti-Human Trafficking (AHT)	(51)
	Subtotal	(329)
Services for Seniors	Community Support Services	484
	Level of Care & Other Funding at the Long-Term Care Homes	1,166
	Direct Care Hours Base Funding	2,619
	Strategic Investment: Direct Care Hours Funding	1,562
	Strategic Investment: Nurse Practitioner Funding	252
	Subtotal	6,083
Road Operations	Aggregate Resource Trust	10
	Subtotal	10
Total Change in Provincial Funding		\$ 78,547

*Funding not confirmed.

All other funding changes are based on current funding models or allocations

The 2025 Budget was prepared with the most current information available at the time. However, there is uncertainty that could affect 2025 due to reviews currently being conducted by the Province on several programs and funding models, including the Ontario Public Health Standards and related funding.

As shown in the following table, Provincial funding in the 2025 Budget is increasing by \$78.5 million, or 22.9%, driven by an increase in Canada-Wide Early Learning and Child Care (CWELCC) System funding in Children's Services. The 2025 base budget for Provincial funding is \$419.6 million and includes \$776,000 in unconfirmed one-time COVID-19 funding to support COVID-19 response and recovery efforts in Public Health. The Ministry of Health has not yet communicated how COVID-19 response or recovery costs will be funded in 2025, however, it has funded most COVID-19 response and recovery one-time expenditures for the period of January to March 2024, and communicated that funding for the remainder of the year will be dependent on provincial budget decisions and funding availability. Staff continue to monitor expenditures, provide the Province with quarterly reports, and advocate for additional funding to support these essential services. In addition, \$2.5 million in provincial funding is included in the strategic investments. Of this amount, \$1.8 million is related to confirmed funding from the Ministry of Long-Term Care to provide more hours of direct care for residents and additional Nurse Practitioners in the Long-Term Care homes. The remaining \$643,000 included in the strategic investments for Paramedic Services is anticipated based on the current funding model.

Provincial Funding by Program (\$000s)						
	2024	2025			Change in Budget	
	Total	Base	Strategic Investments	Total	Total	
Public Health	\$ 29,741	\$ 30,252	\$ -	\$ 30,252	\$ 511	1.7%
Public Health COVID-19 One-Time	2,015	776	-	776	(1,239)	-61.5%
Paramedic Services	27,698	28,557	643	29,200	1,502	5.4%
Children's Services	183,496	246,354	-	246,354	62,858	34.3%
Employment & Social Services	27,506	36,656	-	36,656	9,151	33.3%
Housing Services	18,609	18,280	-	18,280	(329)	-1.8%
Services for Seniors	54,136	58,405	1,814	60,219	6,083	11.2%
Road Operations	150	160	-	160	10	6.7%
Small Business Centre & Heritage Services	208	208	-	208	-	0.0%
Total	\$ 343,558	\$ 419,649	\$ 2,456	\$ 422,105	\$ 78,547	22.9%

Schedule may not add due to rounding

Public Health

As of January 1, 2020, the Province changed the funding formula for Public Health from a cost-share model with 100% and 75% Provincial funding for various programs, to 70% Provincial funding for all programs (excluding the Ontario Seniors Dental Care Program). Since the Region contributes more than 30%, Halton's 2020 and 2021 funding allocations were frozen. On August 23, 2023, the Province announced that effective January 1, 2024, it would restore annual base funding for public health units to the 75% Provincial / 25% Municipal cost-share ratio, with 1% annual funding increases over the next three years. Since Halton Region's funding was previously frozen and not reduced, it is anticipated that Halton Region's funding allocation will only be increased by 1% annually between 2024 - 2026. The 2025 Budget for Public Health's cost-shared programs with the Ministry of Health is funded based on 53% funding from the Province, and 47% from the Region, which reflects an increase of 3% in the Region's cost-share as a result of the provincial funding not keeping pace.

The Healthy Babies Healthy Children (HBHC) program receives provincial funding from the Ministry of Children, Community and Social Services. Funding for the HBHC program increased by \$511,000 in 2024, which was the first increase in funding for the HBHC program since 2013, after many years of increased contribution by the Region to fund increasing costs related to growth and inflation. The HBHC program is intended to be funded 100% by the Province, however with this increase, the current provincial funding provides 59% of the program costs, and the Region contributes 41% for the shortfall.

In 2025, the Region will contribute \$11.5 million more than its share to compensate for shortfalls in provincial funding to maintain essential services, which reflects an increase of \$1.5 million from the shortfall in the 2024 Budget.

Public Health (\$000s)												
Division	Expenditure Budget			Provincial Funding Budget						Anticipated Shortfall (\$)		
	2024	2025	Change	2024	2025	Change	2024	2025	Change	2024	2025	Change
Public Health - Cost-Shared Programs	\$ 42,567	\$ 44,960	\$ 2,393	\$ 23,937	56%	\$ 23,937	53%	\$ -	0%	\$ 8,023	\$ 9,818	\$ 1,795
Ontario Seniors Dental Care Program	3,931	3,931	-	3,931	100%	3,931	100%	-	0%	-	-	-
Healthy Babies Healthy Children	3,785	4,044	259	1,874	50%	2,385	59%	511	27%	1,912	1,659	(252)
Total	\$ 50,283	\$ 52,935	\$ 2,652	\$ 29,741	59%	\$ 30,252	57%	\$ 511	2%	\$ 9,935	\$ 11,477	\$ 1,542

Schedule may not add due to rounding

In addition to the provincial funding formula shortfall, there is also a gap between the 2025 Budget and the latest confirmed funding allocation for Public Health cost-shared programs of \$2.3 million. Through the COVID-19 pandemic, the budget included anticipated increases in Provincial funding to maintain the budgeted cost-share level and support critical investments in the ongoing work continuing post-pandemic in Public Health, however as noted earlier, the actual increases received to date have been significantly lower. This issue has not been addressed in the 2025 Budget as the Province's review of the Ontario Public Health Standards is currently underway, and a new funding formula is expected to be released in Spring 2025 with implementation starting in January 2026. Once the results of the review and new funding formula are released, staff will review the impacts and work to align the Public Health budget with the standards and new funding formula for reflection in the 2026 Budget and Business Plan.

Paramedic Services

The 2025 Budget includes a funding increase of \$1.5 million comprised of \$853,000 in base funding and \$643,000 included in strategic investments, which reflects the current funding model that supports program growth, but not inflation. Cost-shared funding is intended to support a cost-share between the Provincial and Regional governments of 50/50, however, the 2025 Budget is funded based on a cost-share of 45% funding from the Province, and 55% from the Region. The shortfall in the 2025 Budget is \$2.6 million.

Paramedic Services (\$000s)												
Division	Expenditure Budget			Provincial Funding Budget						Anticipated Shortfall (\$)		
	2024	2025	Change	2024	2025	Change	2024	2025	Change	2024	2025	Change
Paramedic Services 50/50 Cost-Shared Programs	\$ 50,981	\$ 56,357	\$ 5,376	\$ 24,106	47%	\$ 25,602	45%	\$ 1,496	6%	\$ 1,384	\$ 2,576	\$ 1,192

Schedule may not add due to rounding

Children's Services

As shown in the following table, the 2025 Budget reflects a net increase of \$62.9 million, or 34.3%, in funding to align with the latest confirmed funding allocations from the Ministry of Education and the Ministry of Children, Community and Social Services. As reported through Report No. **SS-14-24** re: "A Canada-Wide Early Learning and Child Care Directed Growth Plan for Halton Region and Cost Based Funding Model Update", the Ministry of Education announced a new provincially-mandated cost-based funding model effective January 1, 2025 for child care operators enrolled in the Canada-Wide Early Learning and Child Care (CWELCC) program. The total funding allocation from the Ministry of Education for early years and child care in Halton for 2025 is \$245.4 million, which reflects a net increase of \$62.9 million over the 2024 Budget, and will be utilized to further reduce parent fees to a maximum of \$22 a day effective January 1, 2025, for any Halton families with children enrolled in CWELCC child care centres.

Children's Services (\$000s)			
	2024 Budget	2025 Budget	2025 / 2024 Change
Expenditures:			
Administration	\$ 8,610	\$ 7,261	\$ (1,350)
Canada-Wide Early Learning and Child Care (CWELCC)	122,833	212,392	89,560
Early Years Services	57,317	31,524	(25,793)
Early Years Intervention and Community Support Services	3,691	3,908	217
Regional Child Care Centres	3,127	3,346	219
Total	\$ 195,577	\$ 258,431	\$ 62,854
Funding:			
Ministry of Education (EDU):			
Administration	\$ 5,810	\$ 3,392	\$ (2,418)
Base Program	33,724	-	(33,724)
Early Learning and Child Care Agreement (ELCC)	3,677	-	(3,677)
EarlyON Child and Family Centres	4,211	4,291	80
Wage Enhancement Grant (WEG)	11,772	-	(11,772)
Licensed Home Child Care	538	-	(538)
Canada-Wide Early Learning and Child Care (CWELCC)	122,833	213,823	90,990
Local Priorities Funding	-	23,874	23,874
Total EDU	182,565	245,380	62,815
Ministry of Children, Community, and Social Services (MCCSS)	931	974	43
Other Revenues	1,540	1,535	(4)
Net Regional Contribution	10,542	10,542	-
Total	\$ 195,577	\$ 258,431	\$ 62,854

Schedule may not add due to rounding

As reported through Report No. **SS-14-24**, the new provincially-mandated cost-based funding model for the CWELCC program effective January 1, 2025 reflects a transformational shift from the current model. Under the current funding model, provincial funding was not adequate to meet the needs of the community and therefore the Region provided funding in excess of the required cost-share. The 2025 Children’s Services Budget includes a total of \$10.5 million in Regional contribution, \$3.5 million of which is the legislative cost-share requirement, and \$7.0 million is the additional investment above the legislated requirement. While the full impacts of the new funding model are being determined, the Children’s Services 2025 Budget has been prepared based on the Region’s funding for the program being maintained at the 2024 Budget level. Opportunities to reduce the over-contribution will be investigated in future years with the implementation of the new CWELCC funding model.

Housing Services

The 2025 Budget for provincial funding is decreasing by \$329,000 due to a reduction in Federal Block Funding (\$225,000) to align with the latest confirmed funding allocation. The budget also reflects a reduction in the Investment in Affordable Housing (IAH-SIF) (\$53,000) and Anti-Human Trafficking (AHT) (\$51,000) funding due to the programs ending. Investment in homelessness prevention from the Provincial government for the 2024-25 fiscal year remains unchanged at \$14.3 million and no change is expected for the 2025-26 fiscal year.

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 2024/2025 re-indexing of eligible CMI funding by the MLTC results in funding received that is 90.8% of the calculated care needs of residents which is the same level as 2023/2024. While the calculated CMI has been increasing, the MLTC re-indexing factor has been decreasing, resulting in a gap between funding required and funding received. The projected shortfall resulting from the difference between the calculated CMI and the funded CMI is \$2.6 million in the 2025 Budget. This shortfall results in increased Regional investment required to maintain service levels.

Long-Term Care Homes - Case Mix Index									
Case Mix Index	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025
Allendale	104.97%	110.13%	117.78%	120.27%	123.36%	124.42%	124.42%	122.49%	122.53%
Post Inn Village	105.95%	106.34%	112.82%	115.66%	118.20%	120.53%	120.53%	123.59%	121.77%
Creekway Village	114.72%	116.56%	120.52%	120.51%	123.11%	125.14%	125.14%	127.24%	127.67%
MLTC Re-Indexing Factor	96.4%	95.6%	94.6%	93.2%	92.7%	92.1%	92.1%	90.8%	90.8%
Change in Re-Indexing Factor		-0.8%	-1.0%	-1.4%	-0.5%	-0.6%	0.0%	-1.3%	0.0%

The 2025 Budget for Provincial funding is increasing by \$6.0 million driven by an increase of \$4.2 million in funding confirmed by the MLTC to support an increase in direct care hours which has been included as a strategic investment to fund 14.0 FTEs and 4,124.0 relief hours (\$1.6 million) and to address base compensation pressures (\$2.6 million). Base funding to support all other cost increases in Services for Seniors has increased by \$1.8 million in the 2025 Budget, which includes a net increase of \$1.3 million increase from the MLTC for the Long-Term Care Homes and an increase of \$484,000 from Ontario Health for Supportive Housing and Adult Day programs. The budget funding gap of \$819,000 for Long-Term Care was eliminated in the 2025 Budget due to the higher than anticipated level of care and other funding increases received in Services for Seniors for the 2024-25 fiscal year. The funding included in the 2025 Budget for Services for Seniors now aligns with the latest funding confirmations.

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. Provincial funding for the OW cost of administration and Employment Assistance programs is increasing by \$1.6 million in 2025 to recognize the increase in case loads, which is the first increase in funding for these programs since 2018. The increase in funding has reduced the shortfall to \$170,000 in the 2025 Budget, which reflects 48% funding from the Province and 52% from the Region.

The 2025 Budget for OW benefit expenditures is increasing by \$7.6 million based on a 9% projected increase in demand, and is fully offset by Provincial funding, with no net Regional impact.

Program Fees and Other Revenue – \$5.0 million increase

The program-specific fees and charges are anticipated to be \$47.6 million in 2025, a \$5.0 or 11.8% increase. Fees are reviewed annually and adjusted as appropriate to reflect changes in quantities, inflation and other cost adjustments. The following table details the fees and other revenues (excluding Police Services) by major program. The most significant user fee revenues are those received from the residents of the Region's Long-Term Care homes of \$16.3 million.

Tax Program Fees & Other Revenues (\$000s)				
	2024	2025	Change in Budget	
Services for Seniors	\$ 15,401	\$ 16,328	928	6.0%
Waste Management	8,410	10,913	2,503	29.8%
Non-Program	5,672	5,866	195	3.4%
Corporate Services	3,615	4,150	535	14.8%
Housing Services	2,863	3,392	529	18.5%
Employment & Social Services	1,625	1,946	321	19.8%
Development Services	1,792	1,835	43	2.4%
Children's Services	1,540	1,535	(4)	-0.3%
Finance	715	715	-	0.0%
Road Operations	548	599	50	9.2%
Digital & Information Services	266	191	(75)	-28.2%
Health Protection	50	48	(2)	-3.8%
Infectious Disease Control	57	44	(13)	-22.8%
Paramedic Services	17	18	1	3.6%
Small Business Centre & Heritage Services	8	7	(1)	-15.7%
Immunization Services	5	5	1	13.3%
Total	\$ 42,584	\$ 47,593	\$ 5,009	11.8%

Schedule may not add due to rounding

The \$5.0 million increase in program fees and other revenues is driven by:

- \$2.5 million in funding related to the transition of the Blue Box program to full producer responsibility in 2025 (the 2025 Budget includes a total of \$4.5 million in savings related to the transition of the Blue Box program to full producer responsibility; of the \$4.5 million, \$2.0 million related to savings in contract costs is reflected in Purchased Services, and \$2.5 million related to additional Blue Box funding is reflected in Program Revenues)
- \$928,000 in Services for Seniors mainly related to resident fees at the Long-Term Care homes which were increased based on inflation and actual trends
- \$535,000 in Corporate Services primarily related to increased recoveries from HCHC, and increased rental revenues
- \$529,000 in Housing Services primarily related to increased recoveries from HCHC
- \$195,000 in Non-Program driven by an increase to reflect actual trends in payment-in-lieu of tax revenues

Federal Funding – \$740,000 increase

The 2025 Tax-Supported Budget includes \$15.5 million of Federal funding.

Federal Funding by Program (\$000s)				
	2024	2025	Change in Budget	
Non-Program (CCBF)	\$ 8,668	\$ 10,058	\$ 1,390	16.0%
Housing Services	4,234	4,025	(209)	-4.9%
Human Services Planning & Program Support	1,381	937	(444)	-32.2%
Employment & Social Services	430	433	3	0.7%
Healthy Families	90	90	-	0.0%
Total	\$ 14,803	\$ 15,543	\$ 740	5.0%

Schedule may not add due to rounding

The Region is expected to receive an increase of \$1.4 million in Canada Community-Building funding (CCBF) in 2025, for a total of \$19.5 million. Of this amount, \$9.5 million will continue to be applied to the Rate-Supported Budget to help fund the Water and Wastewater State-of-Good-Repair capital program, and the remaining \$10.1 million will be applied to the Transportation capital (\$9.0 million) and road resurfacing programs (\$1.1 million) in the Tax-Supported Budget.

The increase in CCBF funding is partially offset with decreases of \$209,000 in Reaching Home funding in Housing Services, and \$444,000 in Building Safer Communities funding in Human Services Planning & Program Support.

Supplementary Taxes

Supplementary tax revenue is generated from additional assessment. Supplementary tax revenue is difficult to predict as this is dependent on the number of properties assessed by the Municipal Property Assessment Corporation (MPAC), general economic conditions, and the level of growth within each of the local municipalities. For these reasons, many municipalities choose not to budget, or budget conservatively, for supplementary tax revenue as a recurring source of revenue. The 2025 supplementary tax revenue budget was maintained at \$7.3 million, which aligns with the average revenues over the past 7 years (2017-2023). Staff will continue to monitor supplementary tax revenue.

2025 Tax Strategic Investments

The 2025 Budget and Business Plan includes proposed strategic investments to support priorities approved by Regional Council, program enhancements to support the health and well-being of the Halton community, and investments that address pressures driven by growth and increased demand in services. Additional information related to these initiatives can be found in the Strategic Investments section.

- **Paramedic Services - \$1.4 million (\$785,000 net tax impact): 7.5 FTEs (4.0 Paramedic FTEs and 3.5 Support Staff FTEs) and 5,041.6 relief hours** are required to address pressures related to increasing call volume growth and maintenance of response times. As reported through Report No. **MO-14-24** re: “Paramedic Services 10-Year Master Plan Update”, the Master Plan outlines the anticipated pressures that Paramedic Services is expected to face over the next 10-years as well as the paramedic, administrative and physical resources that will be required to address these pressures. The Master Plan projects that population growth and an increase in utilization rates is anticipated to result in an increase in paramedic calls between 4%-6% annually. As outlined in Report No. **MO-10-24** re: “Paramedic Services Division Annual Update”, over the past ten years, overall call volumes have increased by 34%.
- **Employment & Social Services - \$328,000: 3.0 Integrated Case Manager FTEs** are required to support increased demand in the Ontario Works program in order to improve the client experience, reduce escalations and crises, as well as improve overall well-being for staff.
- **Housing Services - \$320,000 (no net tax impact): 3.0 FTEs** are included as strategic investments to convert temporary positions to permanent, which are fully funded utilizing existing Provincial Homelessness Prevention Program funding, to support homelessness programs and services.
- **Halton Region Community Investment Fund (HRCIF) - \$500,000:** The HRCIF enhances the health, safety and well-being of Halton residents through \$4.5 million in annual funding to non-profit human service programs and initiatives. The HRCIF funding framework enables the provision of single year and multi-year grants of up to three years. The number of grant applications submitted to the Region continues to increase year over year, demonstrating an increased awareness and need in the community. A \$500,000 increase in the HRCIF will support Halton Region to meet emerging community needs and fund key human service programs and initiatives.
- **Services for Seniors - \$2.0 million (\$165,000 net tax impact): 17.0 FTEs and 11,738.7 relief hours** to further enhance resident care at the Region’s three Long-Term Care homes including:
 - **14.0 FTEs and 4,124.0 relief hours - \$1.6 million (no net tax impact)** to provide more direct hours of care for residents utilizing funding provided by the Ministry of Long-Term Care to support the Provincial requirement of an overall average of four hours of care per day by the 2024-25 fiscal year. Including this investment, staffing at the Region’s three LTC homes has increased by an additional 110.4 FTEs and 35,365.4 relief hours over the last three years to meet this objective.
 - **2.0 Nurse Practitioner FTEs - \$287,000 (\$35,000 net tax impact)** to utilize funding provided through the Hiring More Nurse Practitioners for Long-Term Care program (HMNP) from the Ministry of Long-Term Care to provide comprehensive primary care to residents at the Region’s LTC homes.
 - **1.0 FTE Decision Support Specialist - \$130,000** is required to support the Long-Term Care Homes with decision making and reporting requirements to external agencies.
 - **7,614.7 relief hours - \$16,000 (no net tax impact)** to realign positions and relief hours in accordance with the master schedule for the LTC homes and provide appropriate backfill for 24/7 operations.
- **Development Services - \$167,000 (\$8,300 net tax impact):** a **Supervisor, Inspections FTE** is required to ensure inspection staff can adequately respond to the increased demand associated with the Region’s housing and growth priorities and will provide the necessary support for Permits & Inspections staff, focusing on maintaining and improving service levels while streamlining processes.

- **Corporate Administration - \$1.0 million (\$435,000 net tax impact): 7.0 FTEs** to support the Region's Digital Strategy, the state-of-good-repair of the Region's corporate and HCHC facilities, property maintenance services at HCHC's growing housing portfolio, and policy support, project management, operational support and analysis in the Finance Department:
 - **1.0 M365 Product Manager FTE and 1.0 Network Analyst, SCADA FTE - \$296,000 (\$162,000 net tax impact)** to support the Region's Digital Strategy through the implementation and ongoing support of the M365 platform and the SCADA Master Plan in conjunction with Public Works.
 - **1.0 Project Manager II FTE - \$148,000 (no net tax impact)** to support the state-of-good-repair of the Region's corporate and HCHC facilities due to growth in the portfolio, an increase in program demand pressures and service level requirements, and provide an experienced, dedicated resource to support the Region's corporate greenhouse gas emissions reduction target of net-zero by 2045.
 - **1.0 Supervisor, HCHC Facility Services FTE - \$163,000 (no net tax impact)** is required to support property maintenance services due to growth in HCHC's growing housing portfolio, to ensure work orders are completed and tenant concerns are addressed in a timely and efficient manner. This position is fully funded from the HCHC Budget.
 - **1.0 Advisor, Capital & Development Financing FTE - \$157,000 (no net tax impact)** is required to provide expertise and guidance to Finance leadership, policy support and project management to meet strategic, divisional, operational and legislative priorities. This position is fully recovered from the Capital Budget with no net tax impact.
 - **1.0 Senior Financial Payroll Analyst FTE and 1.0 Financial Payroll & Pension Analyst FTE - \$270,000** are required to provide operational support and analysis in ensuring the accuracy and completeness of payroll, supporting the continuous implementation of required legislated and regulatory changes, updates to union agreements, as well as support the OMERS pension administration and reconciliation processes required as a result of the significant increase in OMERS pension plan membership over the past several years.

10-Year Tax Operating Budget & Forecast

The 2025 10-Year Operating Forecast for tax-supported services has been prepared to reflect updated assumptions for revenues and program costs. The forecast was prepared based on the following key assumptions:

- General inflation of 2.0%, 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 1.9% to 3.0% per year
- Provincial funding to follow current funding formulas.

While the 2025 Budget includes measures to mitigate the risks to the extent possible, the 2025 Budget and Forecast continues to have areas of risk exposure that continue to be monitored by staff. Updates will be provided through the variance reporting to Council three times per year. In addition, any important announcements by the Province or significant changes in budget assumptions will be reported to Council. Several significant risks are included in the 2025 Budget and are summarized below.

Through the COVID-19 pandemic, the budget included anticipated increases in Provincial base funding to support critical investments in the ongoing work that would continue post-pandemic due to needs identified in Public Health and Long-Term Care, however the actual increases received have been significantly lower. This has resulted in a gap of \$3.4 million between the 2024 Budget and the latest confirmed funding allocations in Public Health and Long-Term Care at the time.

- Higher than anticipated level of care and other funding increases were received in Services for Seniors for the 2024-25 fiscal year, which enabled the elimination of the budget funding gap of \$819,000 in Long-Term Care in the 2025 Budget. The funding included in the 2025 Budget for Services for Seniors now aligns with the latest funding confirmations.

- The 2025 Budget includes a budget funding gap of \$2.3 million for Public Health. This has not been addressed in the 2025 Budget, as the Province's review of the Ontario Public Health Standards is currently underway, and a new funding formula is expected to be released in Spring 2025 with implementation starting in January 2026. Once the results of the review and new funding formula are released, staff will review the impacts and work to align the Public Health budget with the standards and new funding formula for reflection in the 2026 Budget and Business Plan.

The 2025 Budget includes \$776,000 of unconfirmed one-time funding to support anticipated COVID-19 response and recovery needs in Public Health. The Ministry of Health has not yet communicated how COVID-19 response or recovery costs will be funded in 2025, however, it has funded all COVID-19 response and recovery one-time expenditures for the period of January to March 2024, and communicated that funding for the remainder of the year will be dependent on provincial budget decisions and funding availability. Staff continue to monitor expenditures, provide the Province with quarterly reports, and advocate for additional funding to support these essential services.

As reported through Report No. **SS-03-22** re: "Services for Seniors Funding Increase - Direct Care Hours", the Province has committed to providing funding to Long-Term Care homes to increase staffing levels to be able to provide, on average, four hours of direct care to residents by 2024-25. While the Province has funded an additional 110.4 FTEs and 35,365.4 relief hours in Halton's Long-Term Care homes over the last three years to meet this objective, there has been no commitment to fund future costs associated with these staff including wage increases and additional costs to support the staff such as technology, supplies and administrative support. In addition, while Provincial funding for the permanent \$3/hour Personal Support Worker in Long-Term Care Wage Enhancement has been confirmed, any future inflationary wage and associated benefit increases have not been confirmed by the Ministry of Long-Term Care.

The Region's updated CHS 2025-2035 will continue to focus on the creation of assisted and supportive housing, with continued advocacy for increased funding from senior levels of government to achieve the targets set. Through the CHS 2025-2035, it is projected that 450 new supportive and assisted housing opportunities can be created over the next 10-years using Regional operating and capital funding. With additional investment from senior levels of government, it is projected that a total of 900 – 1,350 new housing opportunities can be created over the next 10-years. However, it is important to note that increased base federal and provincial funding is required to support the operating costs of the existing and new units on a permanent, sustained basis. Investment in homelessness prevention from the Provincial government for the 2024-25 fiscal year remains unchanged at \$14.3 million and no change is expected for the 2025-26 fiscal year, and on November 28, 2023, Halton Region was notified that its allocation for Federal Reaching Home homelessness prevention funding will decrease by \$7.0 million over the next four-year period (April 1, 2024 - March 31, 2028). The Region will continue to advocate for the funding required to support the ongoing operating costs for homelessness and supportive housing services, however without appropriate and sustained funding there will be Regional commitment required that will need to be addressed in future budgets.

Removing DC eligible services, providing exemptions and discounts will reduce the amount of DC collection and the ability to fund capital works. Without alternate sources of funding, the changes to the DCA will impact the timing of delivery of infrastructure required to deliver the Province's 1.5 million new homes target and could have a significant negative impact on existing taxpayers. The loss of revenue related to the changes in legislation since Bill 23 will continue to be reported as part of the yearly Statement of DC Reserve Funds. The 2025 Budget aims to mitigate some of these impacts by increasing the contributions to housing by \$4 million, building on the \$1 million increase in 2024, to fully address the removal of housing services as a DC eligible service.

In addition to changes through Bill 23, the demand for infrastructure has been accelerated to achieve the Provincial housing target to achieve 1.5 million homes by 2031. The 2025 Budget and Business Plan has been prepared based on current master plans and financing plans approved by Council to maintain levels of service. These plans will need to be updated and refined to support the acceleration of infrastructure and the cost changes are unknown. Further, extended periods of high inflation have had significant pressures in the cost of delivering infrastructure and the risk that this continues could impact future budgets. In combination with the changes to the Development Charges Act through Bill 23, which will eliminate and restrict Development Charge collections limiting the Region's ability to fund capital works, without alternate sources of funding, these changes could have a significant impact on existing taxpayers and the delivery of services.

As reported in July 2023, through Report No. **LPS56-23/PW-31-23/FN-29-23** re: “Allocation Program and Request for Expression of Interest Update”, Halton is in the process of updating the water, wastewater and roads masterplans that were currently only developed to support growth to 2031. These masterplans will take into consideration the accelerated growth till 2031 and will include expenditures to support growth to 2051. The cost associated with the new growth will be incorporated into the budget once approved.

Through Report No. **MO-14-24**, Council adopted the Paramedic Services 10-Year Master Plan which will serve as the strategic planning framework for public policy, organizational, capital, and operational decisions pertaining to the delivery of paramedic services in Halton Region for the period of 2025 to 2034. The Master Plan identifies the additional program needs that represent significant increases from the current operation in order to support population growth and increased utilization rates. It is anticipated that the capital requirements will be funded through a combination of Regional reserves, debt and development charges (DC). The preliminary estimates are based on existing station and vehicle operating and maintenance costs, and facility capital construction costs. The 2025 Budget and Forecast includes the preliminary estimated impacts reflected in the Master Plan, however staff will undertake a comprehensive analysis, including undertaking a number of studies to further refine the estimated capital and annual operating costs, and will report back prior to implementation with the financial impacts and financing plans for Regional Council’s consideration and approval.

As reported through Report No. **PW-13-24** re: “Miller Waste Systems Inc. Contract Extension for the Collection of Solid Waste in Halton Region”, the transition of the Blue Box program to full producer responsibility has put additional pressure on the waste management system as it moves from an integrated to a segregated system, with Blue Box removed from municipal responsibility, resulting in a 68% increase in contract extension pricing for waste collection services following the transition period from April 2026 – April 2027. The waste management industry has also been impacted by rising inflation, limited availability of resources and supply chain constraints, increases in the costs of labour, insurance, bonding and overhead costs. A trend of higher collection contract costs has been reflected in recently awarded contracts for other Ontario municipalities, who have experienced significant price increases for new contracts compared to their existing collection contracts. The forecast reflects the increase for the extension pricing, and anticipated increases related to the next waste collection contracts, however the actual new waste collection contract costs will not be known until the results of the procurement process are received in early 2025.

The 2025 Budget incorporates known inflationary impacts, however there is a risk that there are significant inflationary impacts, including possible impacts of wage settlements, and impacts on the capital program, that have not been anticipated in the budget that could result in unfavourable variances in 2025, as well as create longer term impacts on the forecast.

Cost Increases

The extended period of high inflation and continuing global inflationary trends has had a significant impact on the cost of goods, services and construction, and continues to be a significant driver of the increases in the 2025 capital and operating budgets in order to maintain core services. Continued periods of high inflation and cost escalations coupled with the increase in construction in the GTHA to support the housing targets will put additional pressure on future years’ budgets. It is expected that it will take a number of years to recover from the high impacts of inflation experienced over the past several years. The impact of inflation has put increased pressure on the forecast, and it is expected that inflationary and other pressures will require tax rate increases at the mid to high-end of the Bank’s 1.0% to 3.0% target range for the first 6 years of the forecast, before returning to the midpoint of 2.0% in the later years.

Growth Assumptions

The 2025 Budget includes an assumption of 1.8% for assessment growth, with 1.9% to 3.0% assessment growth projected in the forecast period. This reflects the projected increase as a result of the Local Municipalities’ housing pledges to support the Provincial housing target to achieve 1.5 million homes by 2031. Assessment growth is anticipated to increase as a result of the Provincial Housing target. Staff will monitor the impacts to assessment growth projected and update as necessary throughout the forecast period.

Performance of the Region's Investment Portfolio

As part of the annual budget process, staff review trends and projections related to the Region's investment performance. It is expected that in the next 1 to 5 years, the opportunities to generate higher interest earnings will slowly disappear, as the Bank of Canada has already started reducing interest rates from the highest levels in decades. Although elevated interest rates have not resulted in a recession, economic activity has significantly slowed, as higher inflation has reduced available income to spend and higher borrowing rates have impacted business investments. As the unemployment rate has started to rise, it is forecasted that interest rates, already lower by 75 basis points, will be cut further by 150 to 200 basis points over the next couple of years. The interest income from cash balances will be drastically reduced while available bond yields will move significantly lower. In addition, the Region's capital program is projected to be higher than in previous years due to the cumulative impact of increased prices and accelerated spending, which creates uncertainty in the longer-term investment forecast. A detailed analysis was undertaken to ensure that any changes to the budgeted investment earnings were both achievable in the short- and longer-term timeframes as the market settles and inflation reduces. Based on this review, the Region's investment income budget has been increased by \$10.0 million over the 2024 Budget, from \$60.0 million to \$70.0 million, as a result of the strong performance of the Region's investment portfolio over the past few years and to reflect the projected level of sustainable earnings. The increase in investment income was utilized in the 2025 Budget to fund critical increases in capital financing to support the Comprehensive Housing Strategy to offset the loss in Development Charge Revenues (\$4.0 million), and the Roads (\$2.8 million) and Water & Wastewater (\$3.2 million) state-of-good-repair capital programs.

The 10-Year Operating Forecast has been prepared to maintain the tax impact for Regional Services within the target range of inflation set by the Bank of Canada. The forecast reflects current services and service levels. Any change in service or service level will affect the forecast. In addition, if general inflation rates increase, the tax impact will also increase. The forecast includes financing plans to address currently identified capital requirements. Any new capital requirements can affect the forecast. The 2025 Budget continues to update and implement several strategic investments and financial plans approved by Council in prior years, which will also impact the forecast. These include the following:

- Waterfront Master Plans (**LPS13-14, LPS54-15**)
- Active Transportation Master Plan (**PW-17-15**)
- Asset Management Program and Lifecycle Models Update (**PW-01-22/FN-11-22/DI-01-22**)
- Paramedic Services Master Plan (**MO-14-24**)
- Regional Accommodation Plan (**LPS112-15, LPS17-18, LPS47-19, ST-01-20**)
- Update to Heritage Services Master Plan (**LPS55-21**)
- Solid Waste Management Strategy (**PW-22-17, PW-12-18, PW-19-21, PW-10-22**)
- Comprehensive Housing Strategy (**SS-21-13, SS-19-19/LPS86-19**)
- Halton's Early Learning and Child Care Plan 2022-2024 (**SS-12-22**)
- Regional Advanced Traffic Management System (ATMS) (**PW-10-18, PW-34-21, PW-21-23**)
- Halton Region's Digital Strategy (**ST-07-21**)
- Updates on Service Delivery Post-Bill 23 (**CA-22-24**)
- Solid Waste Collection Future Levels of Services (**PW-14-24**)
- Basement Flooding Mitigation Program (**PW-22-15, PW-18-16, PW-40-17, PW-08-22**)
- Corporate Climate Action Plan (**CA-16-23**).

The following table sets out the 10-Year Operating Forecast for tax-supported services. The financing plans will be further refined through the annual budget process to achieve tax increases at or below the rate of inflation for Regional services, consistent with Council priorities. The Police Services budget is forecasted to increase by 7.2% to 8.0% for the years 2026 to 2029 before assessment growth.

Ten Year Operating Budget Forecast for Tax-Supported Services (\$000s)										
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Requested Budget	Forecast								
Healthy Families	\$ 6,172	\$ 6,684	\$ 7,271	\$ 7,893	\$ 8,552	\$ 9,255	\$ 10,004	\$ 10,781	\$ 11,774	\$ 13,149
Health Protection	4,410	4,752	5,143	5,558	5,997	6,465	6,964	7,481	8,141	9,054
Immunization & Oral Health Services	4,796	5,218	5,746	6,305	6,896	7,527	8,199	8,895	9,777	10,986
Infectious Disease Control	4,496	4,884	5,274	5,685	6,121	6,614	7,106	7,616	8,268	9,177
Public Health Resources	2,868	3,073	3,307	3,555	3,817	4,097	4,395	4,704	5,096	5,636
Paramedic Services	30,939	31,627	35,418	40,164	44,152	50,474	59,149	65,838	71,634	72,173
Children's Services	10,542	11,211	12,183	13,097	14,057	15,054	16,022	17,227	18,610	20,492
Employment & Social Services	7,133	7,498	7,917	8,364	8,839	9,348	9,893	10,459	11,187	12,203
Housing Services	48,738	50,554	52,382	54,288	56,228	58,237	60,314	62,425	64,729	67,352
Human Services Planning & Program Support	10,378	10,567	10,783	11,009	11,249	11,507	11,782	12,067	12,431	12,932
Services for Seniors	30,324	31,867	33,866	35,993	38,258	40,681	43,268	45,971	49,886	56,033
Waste Management	53,584	60,888	65,355	67,696	71,616	74,594	76,917	79,101	81,683	84,648
Roads Operations	66,329	67,030	67,961	69,225	70,714	72,164	73,855	76,766	78,197	79,820
Development Services	8,156	8,510	8,913	9,345	9,807	10,306	10,843	11,401	12,113	13,095
Small Business Centre & Heritage Services	2,568	2,659	2,781	2,912	3,053	3,206	3,371	3,542	3,754	4,036
Non-Program & Fiscal Transactions	29,508	30,078	30,170	30,545	31,252	31,964	32,599	32,701	33,383	34,725
Boards & Agencies	14,340	14,920	15,385	15,942	16,522	17,099	17,525	18,072	18,624	19,209
Region:										
Net Expenditures	\$ 335,280	\$ 352,019	\$ 369,856	\$ 387,576	\$ 407,131	\$ 428,591	\$ 452,203	\$ 475,048	\$ 499,287	\$ 524,721
Regional Net Expenditure Change	4.1%	5.0%	5.1%	4.8%	5.0%	5.3%	5.5%	5.1%	5.1%	5.1%
Region Tax Impact (after assessment growth)	2.3%	3.0%	3.0%	2.5%	2.5%	2.5%	2.4%	2.0%	2.0%	2.0%
Halton Regional Police Service:										
Net Expenditures	\$ 231,990	\$ 250,463	\$ 269,475	\$ 288,844	\$ 309,611					
Police Net Expenditure Change	13.8%	8.0%	7.6%	7.2%	7.2%					
Police Tax Impact (after assessment growth)	11.8%	5.9%	5.5%	4.9%	4.6%					
Region Including Police:										
Net Expenditures	\$ 567,270	\$ 602,482	\$ 639,331	\$ 676,420	\$ 716,742					
Regional Net Expenditure Change (Includes Police)	7.9%	6.2%	6.1%	5.8%	6.0%					
Region Including Police Tax Impact (after assessment growth)	6.0%	4.2%	4.0%	3.5%	3.4%					
Assessment Growth Assumption	1.8%	1.9%	2.0%	2.2%	2.5%	2.7%	3.0%	3.0%	3.0%	3.0%
Region Tax Budget Forecast as projected in the 2024 Budget										
Region Tax Impact (after assessment growth)	3.0%	3.0%	3.0%	2.5%	2.5%	2.0%	2.0%	2.0%	2.0%	

Schedule may not add due to rounding

Tax Capital Budget & Forecast Overview

The table below provides a summary of the 2025 10-year Tax Capital Plan. The roads infrastructure requirements for 2025-2026 stem from the 2023 Allocation Program, as detailed in Report No. **CA-02-24/PW-04-24/FN-05-24** re: "Revised 2023 Allocation Program". Although these expenditures are not part of the 2025 budget, they have been estimated and included in the 2025 Budget and Business Plan for appropriate representation, reflecting the significance of the approved program. In addition, 2032, 2033 and 2034 are estimated based on the 7-year average as expenditures beyond 2031 require an updated transportation masterplan to reflect the new planning period.

2025 Capital Budget & Forecast (including 2023 Allocation Program)											
Summary of Tax Capital Budget & Financing (\$000s)											
	Gross Cost	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Program Expenditures											
Transportation	\$ 4,117,692	\$ 449,562	\$ 372,634	\$ 424,474	\$ 330,756	\$ 340,273	\$ 463,342	\$ 546,463	\$ 396,557	\$ 395,760	\$ 397,872
Waterfront	7,636	-	100	4,036	-	3,500	-	-	-	-	-
Waste Management	121,087	3,882	23,768	19,649	25,023	36,760	3,910	3,004	2,966	831	1,294
Capital Construction & Realty	345,134	11,055	126,333	17,240	120,396	13,805	13,752	13,275	9,561	9,889	9,828
Digital & Information Services	88,595	11,039	11,643	9,961	9,792	8,775	8,239	8,224	7,713	6,605	6,605
Paramedic Services	55,134	4,872	2,151	3,559	2,153	8,289	6,297	9,374	4,660	4,476	9,303
Services for Seniors	6,620	650	650	650	650	650	770	650	650	650	650
Supply Chain Management	180	-	-	-	-	-	-	-	-	-	180
Capital & Dev't Financing	3,500	-	389	389	389	389	389	389	389	389	388
Public Health	894	19	117	19	-	37	230	104	94	174	102
Children's Services	500	50	50	50	50	50	50	50	50	50	50
Communications & Customer Service	15	-	-	-	-	15	-	-	-	-	-
Police	94,756	21,672	10,850	10,486	9,221	7,117	9,492	7,167	6,817	8,317	3,617
Total	\$ 4,841,744	\$ 502,800	\$ 548,684	\$ 490,513	\$ 498,430	\$ 419,660	\$ 506,471	\$ 588,700	\$ 429,457	\$ 427,141	\$ 429,889
Financing											
Tax Reserves	\$ 2,750,396	\$ 290,160	\$ 367,963	\$ 266,647	\$ 247,631	\$ 254,638	\$ 296,170	\$ 330,087	\$ 232,641	\$ 230,708	\$ 233,752
Rate Reserves	4,896	468	783	618	345	415	419	705	805	170	170
Dev't Charges - Resid.	1,968,740	210,862	179,286	215,378	144,572	164,190	209,568	257,516	195,728	195,951	195,689
Dev't Charges - Non Res.	4,223	1,253	596	407	315	360	256	335	225	255	220
External Rcvry/Other	572	57	57	57	57	57	57	57	57	57	57
Debentures	112,917	-	-	7,407	105,510	-	-	-	-	-	-
Total	\$ 4,841,744	\$ 502,800	\$ 548,684	\$ 490,513	\$ 498,430	\$ 419,660	\$ 506,471	\$ 588,700	\$ 429,457	\$ 427,141	\$ 429,889

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

- For 2023 Allocation program: Based on estimated average expenditures for 2025 to 2026.

- For 2032 -2034 has been estimated based on 7 year avg. from 2025 to 2031

As detailed above, the 2025 10-year Tax capital program (including the 2023 Allocation Program approved through Report No. **CA-02-24/PW-04-24/FN-05-24** and 2032, 2033 & 2034 development transportation estimates) is \$4.8 billion. Of the \$4.8 billion 10-year Tax Capital Plan, \$3.0 billion is presented to Council for approval as part of the 2025 Budget and Business Plan and \$1.8 billion is related to the 2023 Allocation Program (\$0.6 billion) and development transportation estimates for 2032, 2033 & 2034 (\$1.2 billion) which is anticipated to be approved through a report in 2025. The impacts of Bill 23 and Bill 185, which are still not all known, the demand for infrastructure based on the Provincial housing target to achieve 1.5 million homes by 2031 and inflationary risks all have significant pressures in the cost of delivering infrastructure and the risk that this continues could impact future budgets. Although some of these pressures have currently been mitigated through alternate funding strategies in the 2023 Allocation Program (Report No. **CA-02-24/PW-04-24/FN-05-24**) there is risk that without alternate sources of funding, these changes could have a significant impact on existing taxpayers and the delivery of services in the future.

2025 Tax Capital Budget

The requested 2025 Gross Tax Capital Budget for Council approval is \$176.3 million. Additionally, Council has approved transportation capital projects budgeted for 2024 to 2026 as part of the 2023 Allocation Program, detailed in Report No. **CA-02-24/PW-04-24/FN-05-24**. To provide an appropriate representation of the 2025 capital program, the summary below includes \$326.5 million from the 2023 Allocation Program which is the average of one year of approved budget from 2024 to 2026 in the 2023 Allocation Program. The 2025 Tax Capital Budget (including the 2023 Allocation Program approved through Report No. **CA-02-24/PW-04-24/FN-05-24**) of \$502.8 million has increased by \$70.6 million or 16.3% from the 2025 Forecast in the 2024 Budget, and the key drivers are:

- \$90.9 million increase in the Transportation program driven by 2023 and 2020 Allocation Program increases and non-growth related transportation project increases.
- \$9.2 million increase in Police related to the LTE Project, CAD Replacement project, P25 Channel addition, and new and replacement vehicles.
- (\$11.2) million decrease in Waste Management mainly related deferrals of Transfer Station & Construction, Compost Pad Expansion, Automatic Wheeled Cart Pilot Study, and HWMS Optimization Phase 2 projects.
- (\$5.4) million decrease in the Digital & Information Services program.

The section below highlights the 2025 Tax Capital Budget (including the 2023 Allocation Program) and changes from the 2025 forecast included in the 2024 Budget:

- **\$449.6 million 2025 Transportation capital program** includes \$380.5 million for 2023 Allocation Program (\$326.5 million approved through Report No. **CA-02-24/PW-04-24/FN-05-24** and \$54.1 included in the 2025 Budget), \$6.2 million in increases to projects related to the 2020 Allocation Program and \$62.9 million for the state of good repair projects. The 2025 Budget and 2023 Allocation Program, includes the following major projects:
 - \$24.2 million for Regional Road 25 – Widening from 4 to 6 lanes from Steeles Ave to 5 Side Road and Reconstruction from North of Main Street to No. 32 Side Road
 - \$21.5 million for Road Resurfacing and Related Works
 - \$15.8 million for Bridges and Culverts projects
 - \$13.7 million for Storm System Construction, Operational Improvements and Roads Related Capital Works, Median Rehabilitation and Streetlight Program
 - \$11.7 million for Burloak Drive - 2 Northbound Lane Urbanization from North Service Road to Upper Middle
 - \$9.6 million for Winston Churchill Boulevard - Widening, Reconstruction, Bypass and Intersection
 - \$9.0 million for Traffic Signals & Intersections
 - \$7.4 million for Ninth Line - Widening from 2 to 4 lanes from Steeles Avenue to 10 Side Road
 - \$326.5 million in expenditures previously approved through the 2023 Allocation Program (**CA-02-24/PW-04-24/FN-05-24**) for 2025 which is the average of one year of approved budget from 2024 to 2026

- **\$11.1 million 2025 Capital Construction & Realty capital program** is \$0.1 million higher than the 2025 Forecast included in the 2024 Budget primarily due to increased expenditures planned for Halton Region Centre (\$1.5 million) offset by the acceleration of funding for Paramedic Services Headquarters through Report No. **CS-34-24/MO-19-24** re: “Paramedic Services Facilities Development Update”.
- **\$11.0 million 2025 Digital & Information Services capital program** is \$5.4 million lower than the 2025 Forecast included in the 2024 Budget driven by to reductions of \$3.9 million mainly due the rationalization of budgets associated with Service & Process Transformation projects, \$0.9 million in GIS, Data and Information Management, \$0.3 million in Digital Workplace and Modern Technology, and \$0.3 million in Rate Program Specific technology projects. This program supports the Digital Strategy and ongoing life cycle replacement of IT assets, including software licensing, and software and hardware upgrades/replacements.
- **\$3.9 million 2025 Waste Management capital program** is \$11.2 million lower than the 2025 Forecast included in the 2024 Budget mainly due to the deferrals of the Transfer Station and Construction (\$7.1 million), Compost Pad Expansion (\$0.9 million), Automatic Wheeled Cart Pilot Study (\$2.0 million) and HWMS Optimization - Phase 2 (\$2.0 million) projects.
- **\$4.9 million 2025 Paramedic Services capital program** is \$1.6 million lower than the 2025 Forecast included in the 2024 Budget mainly due to acceleration of the Power Lift systems and cots budget through Report No. **MO-06-24** re: “Paramedic Services Power Loading System Procurement”, offset by an increase to Defibrillators of \$0.4 million.
- **\$0.7 million 2025 Services for Seniors capital program** is unchanged from the 2025 Forecast included in the 2024 Budget. This includes projects to support equipment replacement at Long-Term Care facilities.
- **\$21.7 million 2025 Police capital program** is \$9.2 million higher than the 2025 Forecast included in the 2024 Budget due to increases for the LTE Project, CAD Replacement project, P25 Channel addition, and new and replacement vehicles.

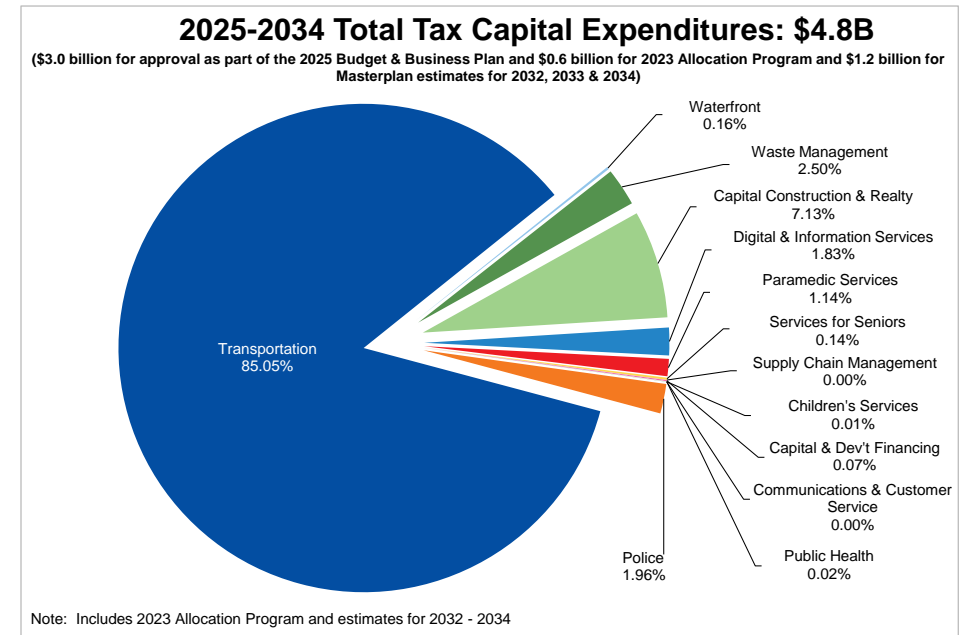
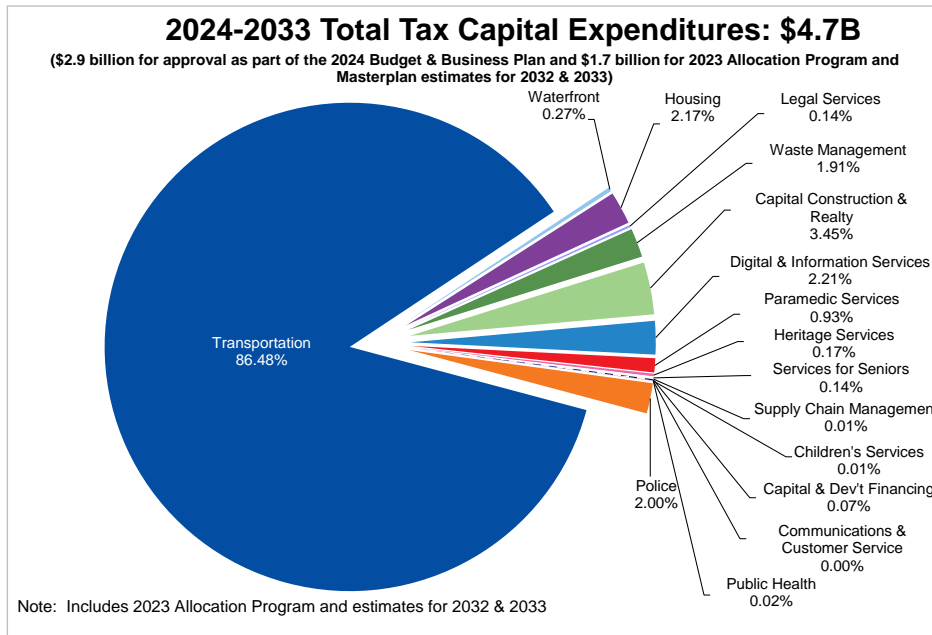
The following table summarizes the 10 largest tax capital projects budgeted for 2025. These projects account for 24.1%, or \$121.1 million, of the \$502.8 million total cost in 2025.

2025 Capital Budget & Forecast Top 10 Largest Tax Capital Expenditures in 2025 (\$ Millions)		
Program	Project Descriptions	Cost
Roads	Regional Road 25 - Widening and Reconstruction	\$ 24.2
Roads	Road Resurfacing & Related Works	21.5
Roads	Bridges, Culverts & Other	15.8
Roads	Miscellaneous Works	13.7
Roads	Burloak Drive - 2 Northbound Lane	11.7
Roads	Winston Churchill Boulevard - Widening, Reconstruction, Bypass and Intersection	9.6
Roads	Traffic Signals & Intersections	9.0
Roads	Ninth Line - Widening	7.4
Tax	Police Vehicles	4.3
Roads	Trafalgar Road - Widening	3.9
Total		\$ 121.1

Schedule may not add due to rounding.

10-Year Tax Capital Budget & Forecast

The following charts provide a breakdown of the 2025 Tax Capital Budget and forecast compared to the 2024 Budget and Forecast. The development-related transportation infrastructure requirements for 2025-2026 were approved as part of Report No. [CA-02-24/PW-04-24/FN-05-24](#), therefore for an appropriate representation the expenditures for this time period have been included in the 10-year capital budget to show magnitude of program. In addition, 2032, 2033, and 2034 are estimated based on the 7-year average as expenditures beyond 2031 require updated water, wastewater and transportation masterplans. The 10-year tax capital forecast Council is approving is \$3.0 billion however to provide an appropriate representation of the 10-year capital program, the summary below includes \$4.8 billion of expenditures as it includes the averages for 2025 and 2026 from the 2023 Allocation Program and estimates for 2032, 2033, 2034.



The 2025 10-year tax capital program (2025 to 2034) totals \$4.8 billion. This is \$0.2 million or 5.9% higher than the 2024 program, due mainly to a \$80.5 million increase in Transportation, \$184.1 million increase in Capital Construction & Realty, \$31.7 million increase in Waste Management, and \$11.5 million increase in Paramedic Services offset by a (\$14.6) million decrease in Digital & Information Services and (\$5.1) million decrease in Waterfront. Details of the 2025 Capital Budget and the 10-Year Forecast (2025-2034) are contained in the **2025 Capital Report** (excluding the 2032, 2033 & 2034 Transportation development-related projects). The Transportation development-related infrastructure requirements for 2032, 2033 & 2034 are estimated based on the 7-year average for an appropriate representation.

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

- **\$4.1 billion 10-year Transportation capital program** consists of \$3.4 billion for the Development-related program and \$674.6 million for the State-of-Good-Repair program (Non-development). The 10-year program in 2025 is \$80.5 million higher than the 2024 program. The increase is predominately driven by cost increases to 2023 Allocation Program and State-of-Good- Repair program. The 10-year program provides significant road widening, grade separations, road resurfacing program initiatives, road studies, bridges and culverts projects.

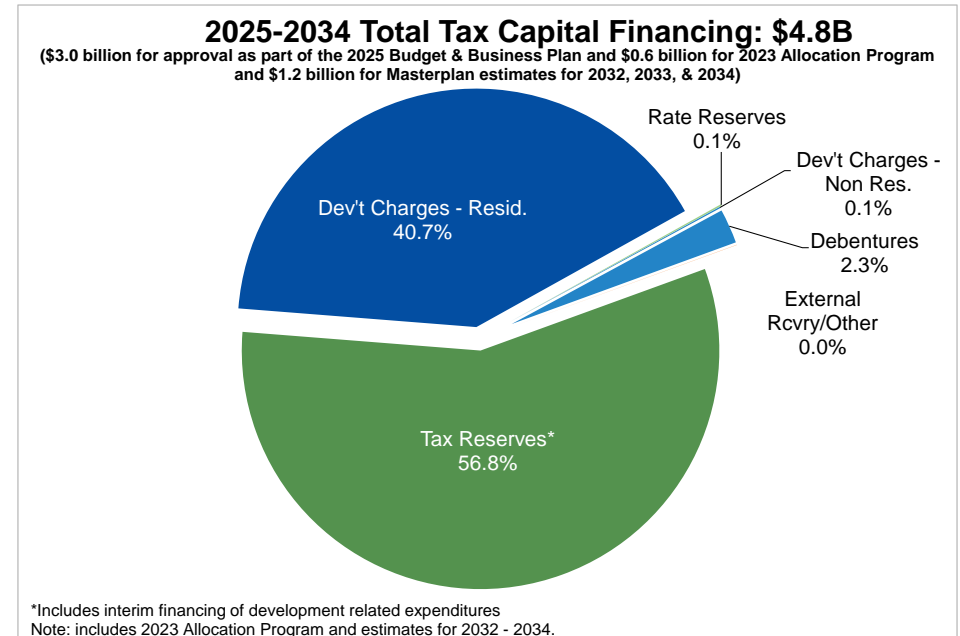
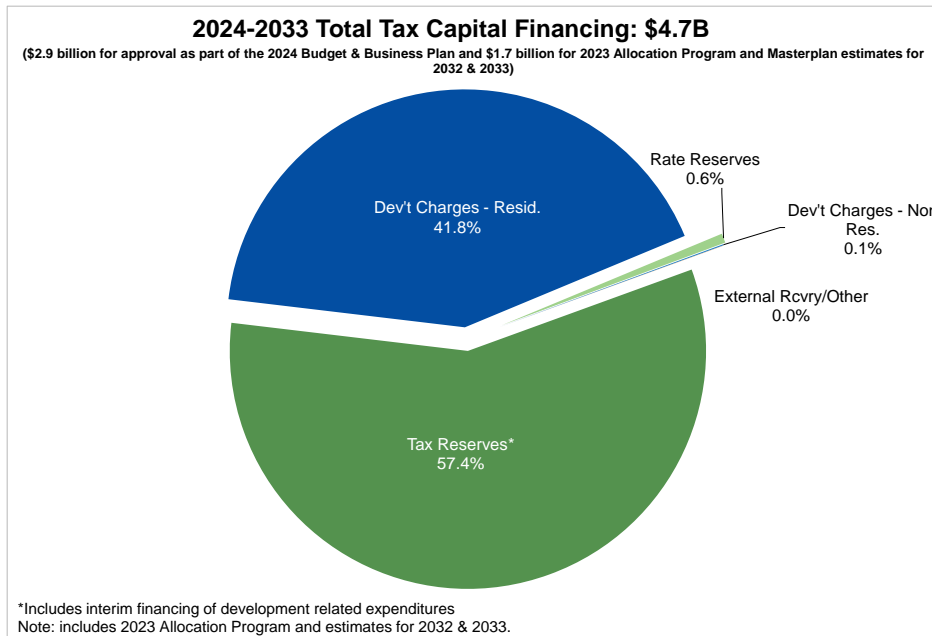
The 10-year program includes:

- \$315.7 million for Regional Road 25
- \$270.4 million for Trafalgar Road
- \$266.3 million for Steeles Avenue
- \$265.3 million for James Snow Parkway

- \$218.9 million for Tremaine Road
 - \$215.5 million for Upper Middle Road
 - \$206.7 million for 5 ½ Line
 - \$193.6 million for Derry Road
 - \$130.0 million for Ninth Line
- **\$345.1 million 10-year Capital Construction & Realty capital program** is \$184.1 million higher than the 2024 program, primarily driven by \$151.8 million in increased expenditures for the Paramedic Services Headquarters Expansion, construction of new Paramedic Services North Hub and four community stations as outlined in Report No. **MO-14-24**.
- **\$121.1 million 10-year Waste Management capital program** is \$31.7 million higher than the 2024 program mainly due to the \$19.0 million related to funding for the Automated Wheeled Cart Implementation, and \$40.0 million increase offset by reductions in the Lifecycle Model Projects.
- **\$88.6 million 10-year Digital & Information Services capital program** is \$14.6 million lower than the 2024 program, mainly due to decreases in Service and Process Transformation (\$8.6 million), GIS, Data and Information Management (\$3.7 million), Digital Services (\$2.1 million) and Rate Program specific (\$0.6 million) offset by an increase in Digital Workplace and Modern Technology (\$0.4 million). The IT program includes the ongoing maintenance of IT assets, including software licensing, software and hardware upgrades and replacements, as well as mobile strategy implementation and new software implementation.
- **\$55.1 million 10-year Paramedic Services capital program** is \$11.5 million higher than the 2024 program, mainly due to manufacturer price increases for ambulance vehicles, emergency response unit vehicles and defibrillators.
- **\$7.6 million 10-year Waterfront capital program** is \$5.1 million lower than the 2024 program, mainly due to \$3.6 million of Burlington Beach Land financing and \$1.5 million of Burloak Waterfront Park financing proceeding in 2024.
- **\$6.6 million 10-year Services for Seniors capital program** is unchanged from the 2024 program. This includes projects to support equipment replacement at Long-Term Care facilities.
- **\$5.3 million 10-year other capital programs** are \$14.6 million lower than the 2024 program. This is mainly due to the elimination of the Halton Heritage Centre project (\$8.0 million) and completion of financing of the OLT and other litigation project (\$6.5 million). Other capital programs include projects to Corporate Services, Children’s Services, Public Health, Infrastructure Planning & Policy, and Capital & Development Financing.
- **\$94.8 million 10-year Police capital program** is \$1.1 million higher than the 2024 program, mainly newly added projects for CAD replacement, Faraday Room, and 30 Division Locker Room Expansion. This is offset by decreases within Facilities and Technology.

10-Year Tax Capital Financing

A breakdown of the 2025 10-year Tax Capital Plan, including the 2023 Allocation Program (averages for 2025 and 2026) approved through Report No. **CA-02-24/PW-04-24/FN-05-24** and 2032, 2033 & 2034 development transportation estimates, financing is presented in the following graphics. Of the \$4.8 billion 10-year Tax Capital Plan, \$3.0 billion is presented to Council for approval as part of the 2025 Budget & Business Plan and \$1.8 billion is related to the 2023 Allocation Program and development transportation estimates for 2032, 2033 & 2034 which is approved through separate reports.



As shown in the charts above, DCs (40.7%) and the Tax Capital reserves including contributions from the Operating Budget and Canada Community-Building Fund (CCBF) (56.8%), continue to be the main sources of financing for the 2025 10-year tax-supported capital program.

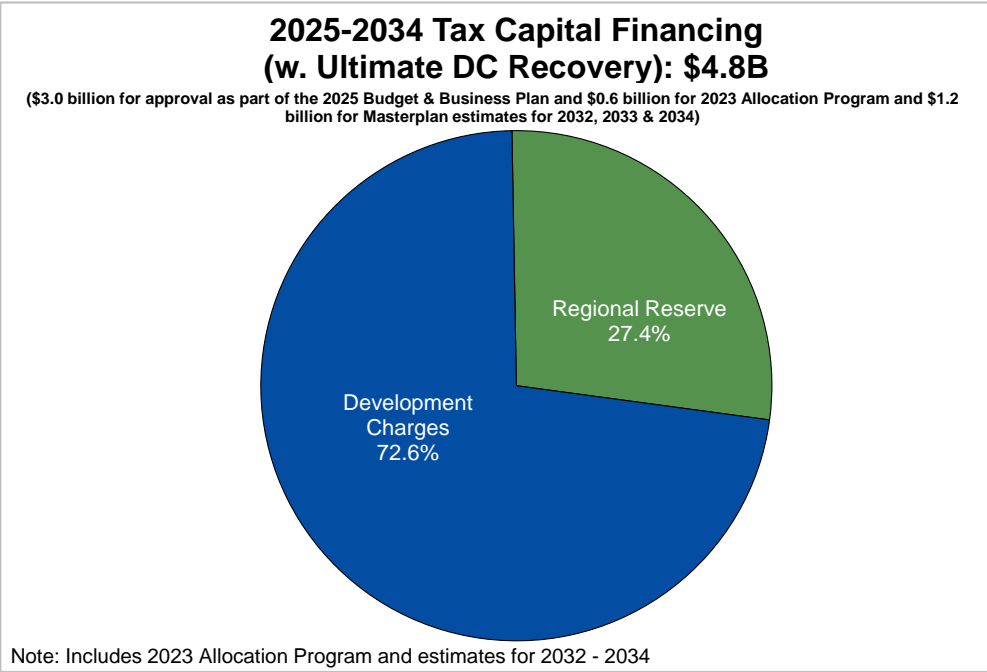
The goal of the financing strategy for the tax capital program is to utilize tax reserves (including CCBF) for ongoing and recurring lifecycle costs and replacement of existing assets. The tax reserves are replenished by contributions from the operating budget, interest earnings and year-end surplus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

The Tax Capital reserve is also utilized to provide interim financing for the non-residential growth share of the Transportation Capital Program in accordance with the Development Financing Plan ([CA-02-24/PW-04-24/FN-05-24](#)), which is the framework being utilized to develop the 2025 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 2024, the Region's investment from the Tax Capital reserve is anticipated to be \$356.5 million. This Regional investment will be fully recovered (including interest) from the collection of DCs as non-residential development proceeds in the future.

Residential DCs are used to fund all the capital costs serving residential growth in accordance with the Development Financing Plan ([CA-02-24/PW-04-24/FN-05-24](#)). Debt is issued mainly for major upgrade and replacement and capacity expansion infrastructure where required. Debt used to finance growth-related costs will be recovered from future DCs as noted above.

The following chart illustrates the ultimate funding shares when the Region's interim financing provided for non-residential growth infrastructure (e.g., Transportation) as well as debt issued for the Police facility program are recovered from future DCs as discussed above. Out of the total \$4.8 billion, \$1.3 billion (27.4%) is related

to the State-of-Good-Repair capital program and the balance of \$3.5 billion (72.6%) is related to servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (72.6%) and the State-of-Good-Repair program will be funded by the reserves (27.4%) supported by tax.



Halton Region

Budget and Business Plan

TAX OVERVIEW

HEALTH

Health Department

The Health department provides a range of accessible and effective Public Health and Paramedic Services programs. The Public Health programs are defined by the *Health Protection and Promotion Act*, and further specified by the **Ontario Public Health Standards: Requirements for Programs, Services, and Accountability**. This work is 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. The Paramedic Services programs are defined by the *Ambulance Act*, which sets out responsibilities regarding the provision of paramedic services in accordance with the needs of persons in the municipality. This includes the provision of advanced pre-hospital care and community paramedic programs, and the delivery of public awareness programs, such as CPR, public access defibrillation, and injury prevention.

Budget Impacts

The 2025 Budget reflects an increase of \$6.1 million, or 12.9%, over the 2024 Budget, comprised of a \$2.1 million increase in Public Health and a \$4.0 million increase in Paramedic Services.

Health Departmental Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Health Department	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Healthy Families	\$ 10,654	\$ 3,143	\$ 13,797	\$ (7,624)	\$ 6,172	\$ 5,898	\$ 274	4.7%	
Health Protection	7,406	2,087	9,493	(5,083)	4,410	3,987	423	10.6%	
Immunization & Oral Health Services	11,985	2,662	14,647	(9,851)	4,796	4,189	607	14.5%	
Infectious Disease Control	7,964	1,953	9,917	(5,421)	4,496	3,915	581	14.8%	
Public Health Resources	4,849	1,255	6,104	(3,236)	2,868	2,635	233	8.8%	
Public Health Total	42,859	11,100	53,958	(31,216)	22,742	20,624	2,118	10.3%	
Paramedic Services	47,635	12,521	60,156	(29,218)	30,939	26,944	3,994	14.8%	
Total	\$ 90,494	\$ 23,620	\$ 114,114	\$ (60,434)	\$ 53,681	\$ 47,568	\$ 6,113	12.9%	
2024 Budget	\$ 85,983	\$ 21,259	\$ 107,242	\$ (59,673)	\$ 47,568				
\$ Change	4,511	2,361	6,873	(760)	6,113				
% Change	5.2%	11.1%	6.4%	1.3%	12.9%				
FTE					529.6	522.1	7.5	1.4%	
Relief Hours					70,336.8	65,295.2	5,041.6	7.7%	

Schedule may not add due to rounding

The Public Health budget includes \$776,000 in additional costs required to support COVID-19 response and recovery in 2025. The Ministry of Health has not yet communicated how COVID-19 response or recovery costs will be funded in 2025; however, it has funded most COVID-19 response and recovery expenditures until March 2024, and has communicated that further funding will be dependent on provincial budget decisions and funding availability. Staff continue to monitor expenditures, provide the Province with quarterly reports, and advocate for additional funding to support these essential services.

COVID-19 response and recovery additional expenditures in the 2025 Budget include:

- \$366,000 for 12 months of temporary staffing to support Vaccine Management and Vaccination Services to continue catch-up work required for *Immunization of School Pupils Act* (ISPA) enforcement and vaccine distribution including 1 Pharmacy Assistant, 3 Data Coordinators and temporary agency clerical time;
- \$296,000 for 12 months of temporary staffing in the Outbreak Management and Case and Contact Management teams to support the ongoing prevention, monitoring, detection and containment of COVID-19 in Halton Region, including 1 Data Coordinator, 1 Public Health Nurse and 1 Program Assistant;
- \$114,000 for 12 months of temporary staffing and operational costs for the COVID-19 Vaccination Program including 1 Data Coordinator as well as courier, supplies, travel and bio-waste disposal costs.

The 2025 Budget assumes funding will be provided by the Province for the COVID-19 response and recovery expenditures, and hence anticipates no net impact to the Region, however this has not been confirmed at this time. Updates will be provided to Regional Council through the variance reports in 2025 on the availability of provincial funding for these essential services.

As shown in the table below, the gross expenditures of the Public Health programs are increasing by \$2.6 million, or 5.2%, primarily due to inflationary and other cost adjustments to maintain service levels, including the reflection of the latest union agreement increases, and corporate support costs to implement the Digital Strategy. Provincial & Federal Funding is increasing by \$511,000, or 1.7%, due to an increase in base funding for the Healthy Babies Healthy Children (HBHC) program. Funding for other base-funded programs is anticipated to remain frozen at the 2024 funding levels based on the latest funding allocations received from the Provincial and Federal governments including Ontario Senior Dental Care Program (OSDCP) and the Canada Prenatal Nutrition Program (CPNP).

2025 Net Program Expenditures for Public Health* (\$000s)				
	2024		2025	
	Approved Budget	Requested Budget	Change	
Public Health			2025 - 2024	
Total Gross Expenditures	\$ 50,567	\$ 53,182	\$ 2,615	5.2%
Provincial & Federal Funding	(29,831)	(30,343)	(511)	1.7%
Other Revenue	(111)	(97)	14	-12.8%
Net Program Expenditures	\$ 20,624	\$ 22,742	\$ 2,118	10.3%
Impact due to decrease in Budgeted Provincial Cost-Share (56% to 53%)			\$ 1,342	6.5%
Net Impact due to increase in Net Expenditures			\$ 776	3.8%

Schedule may not add due to rounding

* Excludes one-time COVID-19 expenditures & funding

Mandatory Programs in Public Health are intended to be cost-shared 75% by the Province and 25% by the Region, however the Province's cost-share is decreasing from 56% in the 2024 Budget to 53% in the 2025 Budget as a result of funding not keeping pace with inflation and growth. Of the 10.3% increase, 6.5% of the impact is due to the decrease in the budgeted provincial cost-share for mandatory cost-shared programs as a result of provincial funding not keeping pace, from 56% to 53%, and the remaining 3.8% is the net impact due to expenditure increases.

The Paramedic Services budget includes strategic investments for an additional 7.5 FTEs and 5,041.6 relief hours to address increasing pressures in paramedic operations due to continuous growth and the recommendations discussed in Report No. **MO-14-24** re: "Paramedic Services 10-Year Master Plan Update". Provincial funding is anticipated for the strategic investments based on the current funding model, with a net Regional impact of \$785,000. Inflationary and other cost adjustments have been reflected where applicable to maintain service levels, and an increase in base funding to reflect growth, but not inflation, has been included, which reflects the current funding model.

Healthy Families

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

Budget Impacts

The 2025 Budget reflects an increase of \$274,000, or 4.7%, over the 2024 Budget. Direct Costs are increasing by \$629,000 due to inflationary and other cost adjustments reflected where applicable to maintain service levels, including the reflection of the latest union agreement increases. Capital Financing & Other Costs are increasing by \$157,000 mostly due corporate support costs to implement the Digital Strategy. Funding & Other Revenue is increasing by \$511,000 to reflect additional base funding from the Ministry of Children, Community & Social Services for the Healthy Babies Healthy Children (HBHC) program. Funding for the Canada Prenatal Nutrition Program (CPNP) is anticipated to be held at the 2024 level.

Healthy Families Divisional Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Healthy Families	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Healthy Babies Healthy Children	\$ 3,189	\$ 855	\$ 4,044	\$ (2,385)	\$ 1,659	\$ 1,912	\$ (252)	-13.2%	
Early Years	3,044	917	3,961	(2,151)	1,810	1,580	230	14.6%	
Healthy Living	2,076	642	2,718	(1,449)	1,269	1,147	122	10.6%	
School Health & Healthy Families Information Team	2,345	729	3,074	(1,639)	1,434	1,259	175	13.9%	
Total	\$ 10,654	\$ 3,143	\$ 13,797	\$ (7,624)	\$ 6,172	\$ 5,898	\$ 274	4.7%	
2024 Budget	\$ 10,025	\$ 2,986	\$ 13,011	\$ (7,113)	\$ 5,898				
\$ Change	629	157	786	(511)	274				
% Change	6.3%	5.2%	6.0%	7.2%	4.7%				
FTE					78.8	78.8	-	0.0%	

Schedule may not add due to rounding

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

In 2024, staff continued to rebuild relationships with hospital and community partners to ensure that vulnerable families were being identified through efficient referral processes. Clients were offered HBHC services, mainly through in-person home visits with virtual visits available in exceptional circumstances. The COVID-19 pandemic has, for many families, increased the complexity of HBHC home visiting services. To meet those needs, there was a focus on enhancing staff capacity through certification in parent-child interaction and enhanced mental health strategies. In 2025, HBHC plans to enhance outreach to community partners and priority populations to increase participation in the program, in particular for prenatal clients. As shown in the table below, the number of Halton births screened post-partum has remained constant, and the percent of Halton births screened has fluctuated year to year with an increased projection for 2024 and 2025. Performance measures of families receiving home visiting, number of in-depth assessments and home visits provided showed a decrease in the level of service provision during and following the pandemic (2021-2023), with increases in 2024.

Healthy Babies Healthy Children	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Halton births screened postpartum	4,090	3,953	3,867	4,050	4,050
Per cent of Halton births screened postpartum	73%	82%	70%	75%	78%
Number of families receiving blended home visiting	66	224	262	270	280
Number of days from HBHC referral to home visiting Public Health Nurse assignment	24	15	16	15	15
Number of HBHC in-depth assessments completed	94	533	544	640	640
Number of home visits provided	1,742	1,817	2,427	2,350	2,500

The 2025 Budget for HBHC reflects a net decrease of \$252,000, or 13.2%, due to additional base funding from the Ministry of Children, Community & Social Services, partially offset by inflationary and other cost adjustments reflected where applicable to maintain service levels and corporate support costs to implement the Digital Strategy. This was the first increase in funding for the HBHC program since 2013, after many years of increased contribution by the Region to fund increasing costs related to growth and inflation. The HBHC program is intended to be funded 100% by the Province, however with this increase, the current provincial funding provides 59% of the program costs, and the Region contributes 41% for the shortfall.

Early Years works to optimize the health, well-being, and resilience of children and families in Halton, by working with the community to prevent and mitigate Adverse Childhood Experiences (ACEs), promote Positive Childhood Experiences (PCEs), build resilience, and provide trauma and violence-informed care. A local framework to mitigate ACEs and promote PCEs was developed to guide the work of the Early Years and support child development. Staff are collaborating with Public Health Ontario to develop a Provincial ACEs and Resilience framework. Priority issues include healthy pregnancies, healthy child growth and development, mental health promotion, positive parenting and breastfeeding. Interventions to address priority issues, include community partnerships, skills development, and capacity building.

In 2024, Early Years implemented several population-level interventions to support optimal child social, emotional, cognitive, and physical development. These included (1) promoting of the Ontario Enhanced 18-Month Well-Baby Visit and age-appropriate developmental surveillance tools to health care providers, early years professionals and parents, (2) creating policies and procedures to facilitate the early identification of developmentally vulnerable children, and (3) collaborating with community partners to develop key messages related to child development.

To promote positive parenting and healthy child development, Early Years continued to offer online parenting education programs such as Make the Connection and Triple P, as well as the online InJoy prenatal program. In 2025, Early Years will continue to explore digital options to enhance access to prenatal and parenting programs and supports.

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

As shown in the table below, all performance measures showed a decrease in the level of service provided during and following the pandemic (2021-2023). Increases are projected for 2024 with the re-establishment of in-person groups, and further gains are anticipated in 2025 through communication campaigns, physician outreach, and the re-establishment of breastfeeding committees with hospitals.

Early Years	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of contacts with Halton Prenatal Nutrition Program	663	649	432	1,000	1,100
Number of parent participants in parenting groups including series and single sessions	0	0	1,278	2,000	2,500
Number of people reached through the online prenatal education program	988	720	631	650	700
Per cent of newborns born to Halton mothers breastfeeding exclusively upon discharge (or at 3 days from birth if a home birth)	54%	51%	49%	50%	55%

The 2025 Budget for Early Years reflects an increase of \$230,000, or 14.6%, due to inflationary and other cost adjustments reflected where applicable to maintain service levels, including the reflection of the latest union agreement increases, and corporate support costs to implement the Digital Strategy. Without an increase in funding for mandatory Public Health programs, the Region's cost-share for these programs has increased from 44% to 47% in the 2025 Budget, which is a significant driver of the net impact.

Healthy Living works with partners to reduce chronic diseases, mental health and substance misuse in Halton. In 2024, the priority for the Healthy Living program was to continue to address mental health and alcohol use (**MO-09-22**), health issues that were prioritized after the COVID-19 pandemic. Halton adults reported their overall mental health and well-being worsened due to the pandemic, and national level data suggests that the mental health of Canadians continues to decline post-pandemic. In 2024, Healthy Living promoted mental health in adults through ongoing surveillance of mental health and are working with workplaces in Halton to implement mental health policies.

There is a concern about the amount of alcohol that Halton residents consume. Nearly one-third (31 per cent) of Halton residents aged 19+ drank three or more drinks in the past week, increasing their risk for negative health outcomes. Alcohol consumption is one of the leading preventable causes of death, disability and social problems. Adverse health effects include at least seven types of cancer. In 2024, Healthy Living addressed the health risk of increased alcohol consumption

through surveillance of alcohol related harms and collaborated with the Community Safety and Wellbeing (CSWB) Alcohol Action Table to create a Municipal Alcohol Policy Reference Document.

The goals and measures for the health promotion work of Healthy Living are laid out in the **Region's 2023-2026 Strategic Business Plan** and will be achieved over the next three years. In 2024, Healthy Living had the opportunity to consult on Milton's Official Plan, and the Transportation Master Plans for Halton Region, Oakville, and Milton. Through these consultations, the Program promoted healthy food systems, food security, active living, and positive mental health through community design. The Program continues to report on household food insecurity in Halton through the annual Nutritious Food Basket Survey. The Program also developed interventions to promote healthy aging and healthy food environments, and address tobacco use and vaping. In 2025, Healthy Living will continue to implement interventions to address adult mental health, misuse of alcohol and other substances, healthy eating and active living.

The 2025 Budget for Healthy Living reflects an increase of \$122,000, or 10.6%, due to inflationary and other cost adjustments reflected where applicable to maintain service levels, including the reflection of the latest union agreement increases, and corporate support costs to implement the Digital Strategy. Without an increase in funding for mandatory Public Health programs, the Region's cost-share for these programs has increased from 44% to 47% in the 2025 Budget, which is a significant driver of the net impact.

School Health & Healthy Families Information Team (HFIT)

School Health aims to enhance the health of students in Halton region by working with public and private schools and school boards. In the 2024-25 school year, the program will continue to focus on three key health issues: mental health, substance use and healthy eating. The program will use evidence-based approaches to promote positive mental health through joint local planning using the findings of the *Insights into Youth Mental Health and Well-being in Halton* report (**MO-08-24**). The program will also work to reduce substance misuse and increase knowledge and adoption of healthy eating habits among students, in collaboration with school boards, parents and community agencies.

In the 2023-24 school year, the School Health program successfully delivered professional development and learning sessions for school staff, parents and school administrators on vaping prevention, cessation, and enforcement. The School Health program is currently planning additional professional development and learning sessions including Brief Contact Intervention vaping cessation training for educators and school administrators as well as the launch of an anti-vaping school-based campaign with Halton school board partners in the 2024-25 school year.

Additionally, the School Health program is currently working in collaboration with school boards on joint local planning of effective school-based mental health promotion interventions and identifying other evidence-informed public health interventions to improve the mental health and well-being of school-aged children and youth. An example of a local school-based mental health initiative implemented in collaboration with school boards is the Mental Health Commission of Canada's Headstrong program. Headstrong is a youth leadership initiative developed to champion mental wellness by inspiring youth to become leaders in their schools. These student leaders challenge stigma, raise mental health awareness, and promote mental wellness and early help-seeking.

The **Healthy Families Information Team** is made up of public health nurses with expertise in pregnancy, parenting and family health. They provide access to comprehensive, evidence-based information to support families, caregivers and healthcare professionals. Information, education and support is provided via a telephone information line, email and social media accounts. Staff provide linkages and referrals to programs, services and other local community resources. HaltonParents social media platforms are an important source of information for families throughout Halton. The Healthy Families Information Team is currently exploring opportunities to enhance service delivery by adopting a digital-first approach. This strategy aims to improve accessibility and engagement in 2025 by leveraging both existing and new social media platforms and digital communication tools.

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

School Health & Healthy Families Information Team	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Per cent of Halton schools that took part in health promotion interventions on prioritized health topics	N/A	N/A	N/A	80%	100%
Number of school staff that took part in health promotion training and activities on prioritized health topics	N/A	N/A	N/A	600	1,000
HaltonParents Facebook - number of "likes"	11,998	12,226	12,348	12,500	13,000
HaltonParents X (formerly Twitter) - number of followers	9,689	9,851	9,856	9,700	10,000

The 2025 Budget for School Health & Healthy Families Information Team has increased by \$175,000, or 13.9%, due to inflationary and other cost adjustments reflected where applicable to maintain service levels, including the reflection of the latest union agreement increases and corporate support costs to implement the Digital Strategy. Without an increase in funding for mandatory Public Health programs, the Region’s cost-share for these programs has increased from 44% to 47% in the 2025 Budget, which is a significant driver of the net impact.

Health Protection

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

Budget Impacts

The 2025 Budget reflects an increase of \$423,000, or 10.6%, over the 2024 Budget. Direct Costs are increasing by \$299,000 due to inflationary and other cost adjustments reflected where applicable to maintain service levels. Capital Financing & Other Costs are increasing by \$122,000 mostly due to corporate support costs to implement the Digital Strategy. Total Gross Expenditures are increasing by 4.6%, however since the funding for these programs has been held at the 2024 level resulting in an increase to the Region's cost-share, the impact on the overall net expenditures is 10.6%.

Health Protection Divisional Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Health Protection	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Enteric & Vector-Borne Diseases	\$ 2,276	\$ 641	\$ 2,917	\$ (1,559)	\$ 1,358	\$ 1,246	\$ 112	9.0%	
Environmental Health	2,498	704	3,202	(1,716)	1,486	1,337	149	11.1%	
Food Safety	2,633	742	3,375	(1,808)	1,566	1,404	162	11.5%	
Total	\$ 7,406	\$ 2,087	\$ 9,493	\$ (5,083)	\$ 4,410	\$ 3,987	\$ 423	10.6%	
2024 Budget	\$ 7,107	\$ 1,965	\$ 9,072	\$ (5,085)	\$ 3,987				
\$ Change	299	122	421	2	423				
% Change	4.2%	6.2%	4.6%	0.0%	10.6%				
FTE					49.6	49.6	-	0.0%	

Schedule may not add due to rounding

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

This team is also responsible for the vector-borne diseases program, which includes education, case management and monitoring for mosquito and tick-borne diseases (e.g., West Nile virus and Lyme disease). Included in this program is the coordination of mitigation activities such as the surveillance of 300 standing water sites, larviciding of catch basins and standing water sites, active surveillance of black-legged ticks, and monitoring for other emerging vector-borne diseases. EVBD staff also work to increase Halton residents' awareness of health risks associated with extreme temperatures (heat or cold), poor air quality, advisories related to wildfire smoke, severe weather events and the impacts of climate change.

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

Enteric & Vector-Borne Diseases	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of inspections of personal service settings completed	286	732	907	920	940
Per cent of required inspections of high risk personal service settings completed	91%	100%	100%	100%	100%
Number of enteric outbreaks investigated in institutions (LTC homes, rest and retirement homes, hospitals, daycares)	11	34	61	60	60
Number of enteric disease investigations	274	349	466	420	450
Number of standing water fixed sites monitored for mosquitoes	313	301	305	320	320
Total number of larvicide applications to surface waters for West Nile Virus program	621	668	744	650	650
Number of potential rabies exposures investigated	964	1,057	1,341	1,300	1,300

The 2025 Budget for Enteric & Vector-borne Diseases has increased by \$112,000, or 9.0%, due to inflationary cost adjustments reflected where applicable to maintain service levels as well as corporate support costs to implement the Digital Strategy. Without an increase in funding for mandatory Public Health programs, the Region's cost-share for these programs has increased from 44% to 47% in the 2025 Budget, which is a significant driver of the net impact.

The **Environmental Health** team inspects public recreational water facilities such as pools and spas, monitors beach water quality, inspects small drinking water systems (SDWS), responds to adverse drinking water quality incidents, provides education to private well owners regarding the testing and maintenance of their wells, manages potential rabies exposures, and works with community and government agencies to respond to health hazard complaints within 24 hours of receipt. Upon request staff inspect international agricultural worker housing, and routinely inspect group homes and recreational camps.

The team works to prevent chronic diseases related to tobacco and vaping products by enforcing legislation such as the *Smoke Free Ontario Act* (SFOA). Staff also routinely inspect and conduct compliance checks of premises that sell tobacco and vaping products to ensure these products are not sold to underage youth, and enforce smoking restrictions for tobacco, vaping and cannabis. Staff are also responsible for the education and enforcement of the Region's Smoking and Vaping in Public Places **By-law No. 40-20**, and the Waterpipe Smoking **By-Law No. 41-21**.

In the following table, the number of tobacco/vaping vendors fluctuates from year to year as some retailers are tobacco only, some are vaping only, and some sell both tobacco and vaping products. The per cent of tobacco vendors in compliance with Youth Access legislation is expected to remain at 2023 levels in 2024 and 2025.

Environmental Health	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Per cent of health hazard complaints responded to within 24 hours of receipt*	N/A	N/A	99%	99%	99%
Per cent of Class A pools inspected while in operation	100%	100%	100%	100%	100%
Per cent of required inspections of spas completed	100%	100%	100%	100%	100%
Per cent of tobacco retailers inspected once per year for compliance with display, handling and promotion sections of the SFOA	51%	100%	100%	100%	100%
Total number of tobacco/vaping vendors inspected	157	282	292	290	290
Per cent of tobacco vendors in compliance with Youth Access legislation at the time of last inspection	100%	99%	98%	98%	98%

**Data not available for 2021-22 as quality assurance work for Health Hazard Complaint tracking was suspended during the COVID-19 pandemic*

The 2025 Budget for Environmental Health has increased by \$149,000, or 11.1%, due to inflationary cost adjustments reflected where applicable to maintain service levels and corporate support costs to implement the Digital Strategy. Without an increase in funding for mandatory Public Health programs, the Region’s cost-share for these programs has increased from 44% to 47% in the 2025 Budget, which is a significant driver of the net impact.

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

Special events continue to grow in popularity. The team pre-approves all temporary and transient food vendors and conducts risk assessments to determine whether an inspection is needed to ensure food is handled and served to the public in a safe manner. After pausing during the pandemic, the team has now resumed the Food Handler Training and Certification program leading to an increase in the number of food handlers certified.

Food Safety	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of food handlers certified	30	46	305	900	900
Per cent of required inspections of high risk food premises completed	32%	90%	100%	100%	100%
Number of inspections of high risk food premises completed	620	1,773	1,950	1,950	1,950
Number of inspections of food premises completed	1,743	4,243	5,639	5,700	5,800
Number of special event inspections	224	557	548	900	900

The 2025 Budget for Food Safety has increased by \$162,000, or 11.5%, due to inflationary cost adjustments reflected where applicable to maintain service levels as well as corporate support costs to implement the Digital Strategy. Without an increase in funding for mandatory Public Health programs, the Region's cost-share for these programs has increased from 44% to 47% in the 2025 Budget, which is a significant driver of the net impact.

Immunization & Oral Health Services

The Immunization & Oral Health Services division focuses on promoting health and preventing vaccine preventable illnesses and diseases. The division is comprised of Vaccination Services, Vaccine Management, Immunization Resources and Oral Health programs. Activities include managing and distributing publicly funded vaccines; providing immunizations to help prevent, controlling and supporting eradication efforts for vaccine-preventable diseases; overseeing vaccine storage and handling practices by Halton health care providers; responding to queries and requests for information related to immunizations from Halton residents and health care providers; dental screening for elementary school students; providing oral health promotion; and supporting access to dental care services for seniors and low-income clients.

Budget Impacts

The 2025 Budget reflects an increase of \$607,000, or 14.5%, over the 2024 Budget. Direct Costs are decreasing by \$331,000 due to a reduction in COVID-19 related one-time expenditures not required in 2025, partially offset by inflationary and other cost adjustments to maintain service levels, including the reflection of the latest union agreement increases. Capital Financing & Other Costs are increasing by \$166,000 due to corporate support costs to implement the Digital Strategy. Funding & Other Revenue is decreasing by \$772,000 due to a reduction in COVID-19 related one-time funding not required in 2025. Funding for the Ontario Seniors Dental Care Program (OSDCP) is anticipated to be held at the 2024 level.

Immunization & Oral Health Services Divisional Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Immunization & Oral Health Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Vaccination Services	\$ 3,870	\$ 1,037	\$ 4,906	\$ (2,847)	\$ 2,059	\$ 1,773	\$ 286	16.1%	
Vaccine Management	1,875	584	2,459	(1,308)	1,151	1,018	133	13.0%	
Immunization Resource Team	1,252	367	1,619	(869)	750	662	88	13.3%	
Oral Health	4,988	674	5,663	(4,827)	836	736	101	13.7%	
Total	\$ 11,985	\$ 2,662	\$ 14,647	\$ (9,851)	\$ 4,796	\$ 4,189	\$ 607	14.5%	
2024 Budget	\$ 12,316	\$ 2,496	\$ 14,812	\$ (10,623)	\$ 4,189				
\$ Change	(331)	166	(165)	772	607				
% Change	-2.7%	6.6%	-1.1%	-7.3%	14.5%				
FTE					67.7	67.7	-	0.0%	
Relief Hours					1,350.2	1,350.2	-	0.0%	

Schedule may not add due to rounding

The 2025 Budget includes \$480,000 for one-time COVID-19 response and recovery costs comprised of \$114,000 for 1 temporary Data Coordinator and clinic operating costs to support the delivery of the COVID-19 Vaccine Program, and \$366,000 for 4 temporary staff (3 Data Coordinators, 1 Pharmacy Assistant) and 868 temporary agency clerical hours to continue catch-up work required for *Immunization of School Pupils Act* (ISPA) enforcement, and routine vaccine distribution. The 2025 Budget assumes funding will be provided by the Province for the COVID-19 response and recovery expenditures, however this has not been confirmed at this time.

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

Public Health re-established vaccine clinics for Grade 7 students at the end of the 2021-22 school year and has continued operating these school-based clinics throughout the 2022-23 and 2023-24 school years. These clinics allowed Grade 7 and Grade 8 students the opportunity to receive school-based vaccines based on eligibility and parental consent. While Public Health has now fully resumed pre-pandemic programming of in-school immunization, focusing on new Grade 7 cohorts, community immunization clinics are also being offered throughout the year. These community clinics provide school-based and/or ISPA-required vaccines to students in Grades 2 through 12. These clinics will continue to be offered to support students in accessing important immunizations that were missed during the pandemic and/or during in-school clinics.

The following table demonstrates the impact of Public Health's effort to reach full compliance with ISPA. In 2022-23, Public Health took a supportive and promotional approach and suspensions under ISPA were not enforced. When enforcement resumed, the focus was on older cohorts, and it was expected that by the end of the 2023-24 school year 92% of 16/17 year old students and 17% of 7/8 year old students would be in compliance with ISPA. By extending enforcement measures to younger cohorts for the 2024-25 school year, compliance is expected to rise to 95% and 85% respectively.

The table also outlines Public Health's effort in administering school-based vaccines for HPV, Hep B, and meningococcal disease. The majority of work to administer vaccines to students who had missed them in previous years was caught up by the end of the 2022-23 school year, resulting in a reduced projection for doses in 2024 and 2025.

Vaccination Services	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Per cent of all students in compliance with ISPA requirements JK-12	45%	48%	40%	51%	60%
Per cent of 16/17 year-old students in compliance with ISPA requirements	68%	46%	20%	92%	95%
Per cent of 7/8 year-old students in compliance with ISPA requirements	22%	25%	15%	17%	85%
Number of HPV doses administered (school year)	3,161	17,447	17,198	12,404	10,000
Number of Hep B doses administered (school year)	2,169	10,744	12,052	7,819	7,500
Number of Meningococcal conjugate A, C, Y, W administered (school year)	2,082	10,978	8,089	7,887	7,500

The 2025 Budget for Vaccination Services reflects an increase of \$286,000, or 16.1%, due to inflationary and other cost adjustments reflected where applicable to maintain service levels, including the reflection of the latest union agreement increases and corporate support costs to implement the Digital Strategy. Without an increase in funding for mandatory Public Health programs, the Region's cost-share for these programs has increased from 44% to 47% in the 2025 Budget, which is a significant driver of the net impact. The 2025 Budget also includes \$387,000 for one-time COVID-19 response and recovery efforts. This includes expenditures of \$114,000 for 12 months of temporary staffing and operational costs, such as courier, travel, technology, bio-waste disposal and supplies related to COVID-19 Vaccination. Also included are expenditures of \$273,000 for 12 months of temporary staffing related to continuing catch-up work required for ISPA enforcement. The 2025 Budget assumes funding will be provided by the Province for the COVID-19 response and recovery expenditures, however this has not been confirmed at this time.

Vaccine Management includes vaccine distribution to health care providers for all publicly-funded vaccines and inspections of fridges containing publicly funded vaccines to ensure safe storage and handling practices. Vaccine distribution activities are led by the Pharmacy Team, consisting of Pharmacists and Pharmacy Assistants. This team uses their pharmaceutical knowledge to ensure that vaccines are handled and distributed in a manner that prevents waste and preserves vaccine safety and integrity.

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

Community pharmacies are an important channel for Halton residents to receive their influenza and COVID-19 immunizations. Pharmacies receive COVID-19 and influenza vaccines directly from a Provincial central distributor. It is anticipated more Halton residents will continue to access influenza and COVID-19 vaccines through community pharmacies. This means that Public Health may distribute fewer influenza and COVID-19 vaccines to community partners. However, Public Health is still responsible for monitoring cold chain practices and conducting annual cold chain inspections for these community partners. As more publicly funded vaccines are distributed within the community as well as continued growth in new physician offices and pharmacies opening, the number of refrigerators requiring routine annual inspections will increase.

Vaccine Management	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of doses of influenza vaccine distributed to community partners	142,535	111,920	113,410	99,345	90,815
Number of doses of COVID-19 vaccine distributed to community partners	61,149	33,396	6,469	8,000	7,500
Number of doses of publicly funded vaccines (excluding influenza and COVID-19 vaccine) distributed to primary care	139,425	159,007	190,856	190,000	200,000
Number of refrigerators that store publicly funded vaccines that received their routine annual inspection	498	532	619	635	645

The 2025 Budget for Vaccine Management reflects an increase of \$133,000, or 13%, due to inflationary and other cost increases applied where applicable to maintain service levels and corporate support costs to implement the Digital Strategy. Without an increase in funding for mandatory Public Health programs, the Region's cost-share for these programs has increased from 44% to 47% in the 2025 Budget, which is a significant driver of the net impact. The 2025 Budget also includes \$93,000 in one-time COVID-19 recovery costs for 12 months of temporary staffing required to assist in routine vaccine distribution. The 2025 Budget assumes funding will be provided by the Province for the COVID-19 response and recovery expenditures, however this has not been confirmed at this time.

The **Immunization Resource Team** is comprised of Public Health Nurses who: (1) respond to public inquiries regarding vaccines and immunization; (2) provide effective communication to the public and community partners on vaccines, and immunization efforts and events; (3) assess adverse events following immunizations (AEFIs); and (4) ensure continuous quality improvement of vaccine efforts in Halton Region.

In 2023, Immunization Services responded to 5,882 inquiries from the public and community partners to promote and educate the public on immunizations to help decrease vaccine preventable diseases and increase vaccine coverage. Responding in a timely manner facilitates trust in Public Health and allows the program to be aware of current issues and concerns within the community. In addition to responding to inquiries, the Immunization Resource Team develops, maintains, and updates information on digital and print resources, including Public Health's Immunization webpages. There was a large increase from 2023 to 2024 as a result of Immunization Services resuming ISPA enforcement in the 2023-24 school year, and enforcement activities elicit increased call volume.

Immunization Resource Team	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of public inquiries responded to by Immunization Services	5,644	5,687	5,882	13,734	13,700

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

Providing continuous quality improvement to Vaccination Services and Vaccine Management supports Immunization Services in meeting Public Health practice standards. This work involves developing and updating policies, procedures, medical directives, resources and tools; and providing practice consultation and training as required.

The 2025 Budget for the Immunization Resource Team reflects an increase of \$88,000, or 13.3%, due to inflationary and other cost adjustments reflected where applicable to maintain service levels, including the reflection of the latest union agreement increases, and corporate support costs to implement the Digital Strategy. Without an increase in funding for mandatory Public Health programs, the Region’s cost-share for these programs has increased from 44% to 47% in the 2025 Budget, which is a significant driver of the net impact.

Oral Health offers dental screening for children under the age of 17 in schools, community settings, public health clinics and through tele-screening. The program also provides support to eligible clients for enrolment and navigation to financial assistance dental programs including Healthy Smiles Ontario (HSO), Ontario Works, Low-Income Adult Dental Program, Ontario Seniors Dental Care Program (OSDCP) and the new Canada Dental Care Program (CDCP).

Dental screening in schools was paused during the COVID-19 pandemic. Once resumed during the 2023-24 school year, dental screening to identify children in elementary schools with decay or urgent dental needs focused on the Junior Kindergarten (JK) and Senior Kindergarten (SK) grades only. For the 2024-25 school year, staff will continue to screen JK and SK students, and project to screen 11,100 students in school settings. The investment of staff to screen children 0-4 years of age in the community settings has been successful, and the program projects to screen 1,100 children in community settings in 2025, and enroll 508 of them on HSO for financial assistance to access dental care.

The Oral Health program has been successful in 2024 to clear the backlog of clients waiting for OSDCP services, and projects to refer 1,621 clients to dental providers, including dentists, specialists and denturists, in 2025 with a short wait time for services.

Oral Health	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of children screened for oral health in elementary schools (school year)	0	0	15,841	9,695	11,100
Number of children screened or tele-screened for oral health in community settings other than schools (calendar year)	385	312	246	502	1,100
Number of children enrolled in HSO (emergency and essential services stream and preventative services only)	328	340	383	460	508
Number of OSDCP claims processed	126	1,848	5,241	3,573	3,573
Number of OSDCP client referrals made to dental providers	89	1,350	2,860	1,621	1,621

The 2025 Budget for Oral Health reflects an increase of \$101,000, or 13.7% due to inflationary and other cost increases applied where applicable to maintain service levels and corporate support costs to implement the Digital Strategy, without a corresponding increase in provincial funding. Expenditures related to the OSDCP are fully funded by provincial funding in the budget.

Infectious Disease Control

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

Budget Impacts

The 2025 Budget reflects an increase of \$581,000, or 14.8%, over the 2024 Budget. Direct Costs are decreasing by \$32,000 due to a reduction in COVID-19 related one-time expenditures not required in 2025, partially offset by inflationary and other cost adjustments to maintain service levels, including the reflection of the latest union agreement increases. Capital Financing & Other Costs are increasing by \$134,000 due to corporate support costs to implement the Digital Strategy. Funding & Other Revenue is decreasing by \$479,000 due to a reduction in COVID-19 related one-time funding not required in 2025.

Infectious Disease Control Divisional Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Infectious Disease Control	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Communicable Diseases	\$ 2,128	\$ 516	\$ 2,645	\$ (1,420)	\$ 1,225	\$ 1,039	\$ 186	17.9%	
Outbreak Management	2,173	453	2,626	(1,538)	1,089	958	131	13.7%	
Sexual Health	2,596	705	3,301	(1,753)	1,547	1,338	210	15.7%	
Harm Reduction	753	202	956	(502)	454	417	37	9.0%	
Public Health Emergency Management	314	76	390	(209)	181	164	16	10.0%	
Total	\$ 7,964	\$ 1,953	\$ 9,917	\$ (5,421)	\$ 4,496	\$ 3,915	\$ 581	14.8%	
2024 Budget	\$ 7,996	\$ 1,819	\$ 9,815	\$ (5,900)	\$ 3,915				
\$ Change	(32)	134	102	479	581				
% Change	-0.4%	7.3%	1.0%	-8.1%	14.8%				
FTE					52.5	52.5	-	0.0%	

Schedule may not add due to rounding

The 2025 Budget includes \$296,000 for one-time COVID-19 response costs for 3 temporary staff (1 Public Health Nurse, 1 Program Assistant and 1 Data Coordinator) to support the ongoing prevention, monitoring, detection and containment of COVID-19 in Halton Region. The 2025 Budget assumes funding will be provided by the Province for the COVID-19 response and recovery expenditures, however this has not been confirmed at this time.

Communicable Diseases responds to reports of new and emerging infectious diseases in the community to prevent the spread of disease. This area is focused on preventing further transmission of diseases of public health significance including tuberculosis (TB), invasive Group A Streptococcus (iGAS), mpox and many other new and re-emerging diseases such as measles. The work involves assessment and investigation of cases to identify potential exposures that may have led to the acquisition and/or transmission of disease, as well as identification of close contacts who are at risk for acquiring disease. Case follow-up is provided to assess the well-being of the case and provide timely public health direction and guidance to contacts of cases, while ensuring confidentiality is maintained.

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

Communicable Diseases	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of TB case investigations	25	22	32	20	25
Number of TB contact investigations	83	77	91	85	85
Number of iGAS case investigations	6	13	56	30	25

The 2025 Budget for Communicable Diseases reflects an increase of \$186,000, or 17.9%, due to inflationary and other cost adjustments reflected where applicable to maintain service levels, including the reflection of the latest union agreement increases and corporate support costs to implement the Digital Strategy. Without an increase in funding for mandatory Public Health programs, the Region’s cost-share for these programs has increased from 44% to 47% in the 2025 Budget, which is a significant driver of the net impact.

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

Outbreak Management	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of non-COVID-19 respiratory outbreaks investigated at institutions (LTC homes, rest and retirement homes, hospitals)	10	27	66	75	75
Number of COVID-19 respiratory outbreaks investigated at institutions (LTC homes, rest and retirement homes, hospitals, group homes and corrections)	103	184	121	110	110
Number of COVID-19 case investigations	23,014	28,235	4,307	1,000	25

The 2025 Budget for Outbreak Management reflects an increase of \$131,000, or 13.7%, due to inflationary and other cost adjustments reflected where applicable to maintain service levels, including the reflection of the latest union agreement increases, and corporate support costs to implement the Digital Strategy. Without an increase in funding for mandatory Public Health programs, the Region’s cost-share for these programs has increased from 44% to 47% in the 2025 Budget, which is a significant driver of the net impact. The 2025 Budget also includes \$296,000 for one-time COVID-19 response costs for temporary staff to support the ongoing prevention, monitoring, detection and containment of COVID-19 in Halton Region. The 2025 Budget assumes funding will be provided by the Province for the COVID-19 response and recovery expenditures, however this has not been confirmed at this time.

Sexual Health clinics provide contraception, pregnancy testing, sexually transmitted infection (STI) screening, treatment, and case management with a focus on priority populations. The Sexual Health program also conducts STI case and contact management for cases diagnosed in the community, ensuring adequate treatment and guidance has been provided. Reduced clinic hours and locations in 2021 and 2022 due to staff redeployment in response to the COVID-19 pandemic caused a lower number of client visits. However, several clinics across Halton have since reopened, and the program continues to expand its mobile clinic services across North Halton by end of 2024.

Sexual Health	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of client visits - Sexual Health Clinics	316	373	810	800	900
Number of sexually transmitted infections cases managed	1,135	1,181	1,343	1,400	1,600
Per cent of confirmed Gonorrhoea cases treated according to recommended Ontario treatment guidelines	61%	64%	64%	65%	70%

The 2025 Budget for Sexual Health reflects an increase of \$210,000, or 15.7%, due to inflationary and other cost adjustments reflected where applicable to maintain service levels, including the reflection of the latest union agreement increases, and corporate support costs to implement the Digital Strategy. Without an increase in funding for mandatory Public Health programs, the Region’s cost-share for these programs has increased from 44% to 47% in the 2025 Budget, which is a significant driver of the net impact.

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

As shown in the table below, the actual number of safe needles distributed has increased in recent years. However, due to multiple factors including client attrition, a slight reduction in this number is projected for 2024. For 2025, as additional agreements are established with community partners to distribute harm reduction supplies, the program expects to see the number increase again.

Harm Reduction	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of safe needles distributed by needle exchange for harm reduction	147,759	171,349	190,223	185,000	195,000
Number of client contacts - Needle Exchange Program	1,162	874	1,087	1,200	1,200
Number of client appointments - Smoking Cessation Clinic	400	500	636	600	600
Number of new clients - Smoking Cessation	0	15	41	50	50
Total number of naloxone kits distributed by Halton Public Health	430	366	503	475	500
Total number of naloxone kits distributed by community partners or organizations that have agreements with Halton Public Health	388	427	863	900	950
Total number of community partners or organizations that have agreements with Halton Public Health to receive and distribute naloxone	12	12	12	13	14

The 2025 Budget for Harm Reduction reflects an increase of \$37,000, or 9.0%, due to inflationary adjustments reflected where applicable to maintain service levels, and corporate support costs to implement the Digital Strategy. Without an increase in funding for mandatory Public Health programs, the Region's cost-share for these programs has increased from 44% to 47% in the 2025 Budget, which is a significant driver of the net impact.

Public Health Emergency Management ensures that Public Health is prepared to respond, mitigate risks and recover from significant threats to public health, or disruptions to Public Health programs and services. This is done through a range of activities carried out in coordination with corporate and other community partners in accordance with the Ontario Public Health Standards' Emergency Management Guideline (revised in 2024). In 2024, a detailed Public Health Risk Assessment and Hazard Identification was completed followed by an update to the Health Emergency Response Plan using lessons learned and in line with Halton Emergency Management plan updates. Public Health Emergency Management lead or participate in emergency simulations and training exercises with internal and external partners, and will be conducting staff training on the Public Health Emergency Plan.

Public Health Emergency Management	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Annual Public Health Emergency Exercise Completed	Yes	Yes	Yes	Yes	Yes

The 2025 Budget for Public Health Emergency Management reflects an increase of \$16,000, or 10.0%, due to inflationary cost adjustments reflected where applicable to maintain service levels, and corporate support costs to implement the Digital Strategy. Without an increase in funding for mandatory Public Health programs, the Region's cost-share for these programs has increased from 44% to 47% in the 2025 Budget, which is a significant driver of the net impact.

Public Health Resources

Public Health Resources provides services in the areas of Professional Support and Public Health Surveillance and Evaluation. This division provides specialized support for programs in implementing their requirements under the Program Standards as required by the Ontario Public Health Standards, while also leading the implementation of the Foundational Standards and Accountability Framework across Public Health.

Budget Impacts

The 2025 Budget reflects an increase of \$233,000, or 8.8%, over the 2024 Budget. Direct Costs are increasing by \$141,000 due to inflationary cost adjustments reflected where applicable to maintain service levels. Capital Financing & Other Costs are increasing by \$92,000 due to corporate support costs to implement the Digital Strategy.

Public Health Resources Divisional Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Public Health Resources	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Professional Support	\$ 3,233	\$ 829	\$ 4,061	\$ (2,149)	\$ 1,913	\$ 1,766	\$ 146	8.3%	
Public Health Surveillance & Evaluation	1,617	426	2,043	(1,088)	955	869	86	10.0%	
Total	\$ 4,849	\$ 1,255	\$ 6,104	\$ (3,236)	\$ 2,868	\$ 2,635	\$ 233	8.8%	
2024 Budget	\$ 4,709	\$ 1,163	\$ 5,871	\$ (3,236)	\$ 2,635				
\$ Change	141	92	233	-	233				
% Change	3.0%	7.9%	4.0%	0.0%	8.8%				
FTE					24.0	24.0	-	0.0%	

Schedule may not add due to rounding

Professional Support provides the necessary support for a high standard of practice in public health program and service design and delivery. To ensure programs and services are designed to meet local need and adhere to the Ontario Public Health Standards, staff follow a structured and standardized public health planning framework and process. These planning efforts are supported by evidence reviews. This area also works with staff to conduct quality improvement projects to identify gaps and recommend improvement opportunities.

Professional Support also ensures that the business requirements across Public Health are met. This includes operational planning, performance measurement, risk management, and coordinating all required accountability reports for the Province.

Public health and preventive medicine consultations, such as for communicable disease investigations and outbreak management, are provided through the Medical Officer of Health and Associate Medical Officers of Health to all Public Health programs. They also support collaborations with community partners on public health matters.

The Physician Engagement initiative aims to support the health and well-being of the Halton community by providing physicians and other relevant health care professionals with information and guidance on emerging public health issues in the community. This initiative also provides outreach support such as regular public health updates, Continuing Medical Education events for physicians, and public health guidance to community partners such as hospitals and medical practices. In 2025, new relationships with key health and community partners will be established to meet local needs and improve population health outcomes. The indicator below includes the number of e-faxes and monthly newsletters that are issued to healthcare providers, which ensure the healthcare community is informed and educated about public health issues important to the health of their patients.

Professional Support	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of communications issued to healthcare providers	111	77	59	40	40

The 2025 Budget for Professional Support reflects an increase of \$146,000, or 8.3%, due to inflationary cost adjustments reflected where applicable to maintain service levels, as well as corporate support costs to implement the Digital Strategy. Without an increase in funding for mandatory Public Health programs, the Region’s cost-share for these programs has increased from 44% to 47% in the 2025 Budget, which is a significant driver of the net impact.

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 2024, this team continued to provide epidemiological support for a range of programs and services across the department. This included data support for major initiatives such as the resumption of ISPA enforcement. Public Health Surveillance and Evaluation also continued to update data holdings that had become outdated during the COVID-19 pandemic, including making available new and updated reports to the public, and consolidating the influenza and COVID-19 dashboards into an integrated respiratory dashboard. Evaluation work was carried out on a range of topics to help program areas understand the impact of changes they have implemented or are planning to implement. This evaluation work will take on added importance as programs seek to identify efficiencies and respond to forthcoming changes to the Ontario Public Health Standards in 2025.

Public Health Surveillance and Evaluation creates or updates infographics, health indicator reports, status reports, and interactive dashboards regularly to support Public Health program decisions. Ongoing surveillance monitoring is also completed to provide actionable information regarding topics such as influenza, COVID-19, and opioid use. Using population health data allows Public Health to target programs and services to populations with the greatest need, prioritize resources to the most important health problems in Halton, respond quickly to emerging issues, and engage the public and community partners to take action to improve health. The indicator below is projected to decrease slightly in 2025 as post-pandemic catch-up of population health assessment work is completed, and regular reporting resumes.

Public Health Surveillance & Evaluation	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of public-facing data products produced to support population health assessment and surveillance	229	241	229	280	240

The 2025 Budget for Public Health Surveillance and Evaluation reflects an increase of \$86,000, or 10.0%, due to inflationary cost adjustments reflected where applicable to maintain service levels, as well as corporate support costs to implement the Digital Strategy. Without an increase in funding for mandatory Public Health programs, the Region’s cost-share for these programs has increased from 44% to 47% in the 2025 Budget, which is a significant driver of the net impact.

Paramedic Services

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

Budget Impacts

The 2025 Budget reflects an increase of \$4.0 million, or 14.8%, over the 2024 Budget. Direct Costs are increasing by \$3.8 million and include strategic investments for an additional 7.5 FTEs and 5,041.6 relief hours to address increasing pressures in paramedic operations due to continuous growth, as discussed in the Master Plan Update (**MO-14-24**). Additional increases are included for medical supply and fuel costs that have risen above inflationary levels. Capital Financing & Other Costs are increasing by \$1.7 million due to increases in corporate support costs to implement the Digital Strategy, increased costs for fleet services, risk management and insurance, new and replacement vehicles and power cots, as well as an increase in capital transfers to support the new Paramedic Services Headquarters payback as a result of the new Master Plan. Funding & Other Revenue is increasing by \$1.5 million to reflect a base cost-shared funding increase of \$853,000, strategic investments of \$643,000 as per the current funding model, and an increase of \$6,000 in funding for the Burlington Community Health Assessment Program (CHAP). Funding for the Oakville CHAP, the Dedicated Ambulance Patient Offload Position Program and the Community Paramedicine for Long-Term Care program is anticipated to be held at the 2024 level.

Paramedic Services Divisional Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Paramedic Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Paramedic Care	\$ 47,635	\$ 12,521	\$ 60,156	\$ (29,218)	\$ 30,939	\$ 26,944	\$ 3,994	14.8%	
Total	\$ 47,635	\$ 12,521	\$ 60,156	\$ (29,218)	\$ 30,939	\$ 26,944	\$ 3,994	14.8%	
2024 Budget	\$ 43,830	\$ 10,829	\$ 54,659	\$ (27,715)	\$ 26,944				
\$ Change	3,805	1,692	5,497	(1,503)	3,994				
% Change	8.7%	15.6%	10.1%	5.4%	14.8%				
FTE					257.0	249.5	7.5	3.0%	
Relief Hours					68,986.6	63,945.0	5,041.6	7.9%	

Schedule may not add due to rounding

Paramedic Services provides services from 15 stations with 29 emergency response vehicles. In 2023, Paramedic Services responded to more than 54,000 calls and transported more than 34,000 patients. As outlined in Report **MO-10-24** re: "Paramedic Services Division Annual Update", over the past ten years (2014 to 2023), call volumes have increased by 34%. Call volume is anticipated to increase by 6% in 2024.

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

As outlined in Report No. **MO-14-24**, call volume is anticipated to increase between four per cent and six per cent annually. The key performance measures below for 2025 are based on modelling undertaken through the Master Plan update.

Paramedic Care	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of patient transports	33,686	35,136	34,478	36,547	38,374
Total call volume	55,158	57,957	54,451	57,718	60,603
Per cent of arrivals of defibrillator on the scene of Sudden Cardiac Arrest (SCA) within 6 minutes - target 55%*	52%	53%	52%	58%	55%
Per cent of Paramedic arrival at life threatening calls (purple) within 8 minutes - target 75%*	72%	70%	73%	72%	72%
Total \$ cost per vehicle in-service hour	\$238	\$247	\$257	\$268	\$297
90th per centile transfer of care time (all Halton hospitals) - target 30 minutes	00:39:20	00:45:27	00:41:00	00:40:00	00:40:00

*2021 and 2022 actuals have been restated to reflect full year results. Previous reporting only included Q4.

The 2025 Budget includes inflationary and other cost adjustments reflected where applicable to maintain service levels, capital transfers to address the needs identified in the updated 10-Year Master Plan and strategic investments for an additional 7.5 FTEs (4.0 FTE Paramedics, 1.0 FTE Education Superintendent, 1.0 FTE Logistics Officer, 1.0 FTE Payroll and Scheduling Coordinator, and 0.5 FTE Operations Superintendent) and 5,041.6 relief hours to address increasing pressures in paramedic operations due to continuous growth. Provincial funding is anticipated for the strategic investments based on the current funding model, with a net Regional impact of \$785,000.

Capital Budget & Forecast

Paramedic Services Capital Program (\$ Millions)							
	2025	2026	2027	2028	2029	2030 - 2034	Total
PS Vehicles	\$ 3.19	\$ 2.02	\$ 3.21	\$ 1.97	\$ 8.06	\$ 30.62	\$ 49.07
Defibrillators	1.66	0.13	0.35	0.18	0.23	3.29	5.84
Stairs Chair	0.03	-	-	-	-	-	0.03
Total	\$ 4.87	\$ 2.15	\$ 3.56	\$ 2.15	\$ 8.29	\$ 34.11	\$ 55.13

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

The Paramedic Services capital program includes \$55.1 million over the next 10 years, which is \$11.5 million higher than the 2024 10-year program. This is due to manufacturer price increases for ambulance vehicles, emergency response units vehicles and defibrillators.

The 2025 Capital Budget and Forecast includes \$49.1 million to purchase new and replacement vehicles and power stretcher/lift systems for ambulances over the next 10 years. In 2025, the capital program includes \$3.2 million for vehicle replacement and new acquisitions to support ongoing program pressures. In addition, there is \$5.8 million to purchase new and replacement defibrillators over the next 10 years with \$1.7 million identified in 2025.

The Paramedic services capital program is primarily funded from the Paramedic Vehicle reserve, which is replenished from annual operating transfers and development charges. The 2025 Budget includes capital financing (i.e. transfer to reserves) of \$4.1 million which represents a \$512,000 increase from the 2024 Budget, primarily due to the planned increase to vehicles and Paramedic new stations construction outlined in the Region's master plan update (**MO-14-24**).

Halton Region

Budget and Business Plan

TAX OVERVIEW

SOCIAL & COMMUNITY SERVICES

Social & Community Services Department

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

Budget Impacts

The 2025 Social & Community Services budget reflects a net increase of \$7.8 million, or 7.8%, over the 2024 Budget and includes strategic investments to stabilize and enhance services. Included are investments to strengthen resident care in the Long-Term Care (LTC) homes through an additional 17.0 FTEs and 11,738.7 relief hours, largely offset with increased funding from the Ministry of Long-Term Care. Strategic investments are proposed for 3.0 FTEs in Housing Services, converting existing temporary positions to permanent positions to support the delivery of the Homelessness program, and 3.0 FTEs are proposed to support increased Ontario Works caseloads in the Employment & Social Services division. There is also a strategic investment proposed to increase the Halton Region Community Investment Fund by \$500,000 to support Community Safety and Well-Being priorities to positively impact the health, safety and well-being of the community.

Social & Community Services Departmental Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Social & Community Services Department									
Children's Services	\$ 253,869	\$ 4,562	\$ 258,431	\$ (247,889)	\$ 10,542	\$ 10,542	\$ -	0.0%	
Employment & Social Services	43,046	3,124	46,170	(39,036)	7,133	8,082	(949)	-11.7%	
Housing Services	59,429	15,006	74,435	(25,697)	48,738	43,246	5,493	12.7%	
Human Services Planning & Program Support	10,212	1,102	11,314	(937)	10,378	9,698	680	7.0%	
Services for Seniors	88,618	18,253	106,871	(76,547)	30,324	27,783	2,541	9.1%	
Total	\$ 455,174	\$ 42,047	\$ 497,221	\$ (390,106)	\$ 107,115	\$ 99,351	\$ 7,765	7.8%	
2024 Budget	\$ 375,814	\$ 34,756	\$ 410,570	\$ (311,219)	\$ 99,351				
\$ Change	79,361	7,291	86,651	(78,887)	7,765				
% Change	21.1%	21.0%	21.1%	25.3%	7.8%				
FTE					893.4	869.4	24.0	2.8%	
Relief Hours					143,913.1	134,001.4	9,911.7	7.4%	

Schedule may not add due to rounding

Capital Financing & Other Costs are increasing by \$7.3 million mainly due to an increase of \$4.0 million in the capital transfer to fund the Regional New Units reserve to support new assisted housing as part of the Region's next 10-year Comprehensive Housing Strategy 2025-2035. Funding & Other Revenue is increasing by \$78.9 million or 25.3%, mainly due to an increase in provincial funding in Children's Services related to the Canada-Wide Early Learning & Child Care program, as reported through Report No. **SS-14-24**.

Children's Services

The Children's Services division is responsible for the strategic planning, administration of funding, and oversight of early years and child care programs across Halton Region. The division directly provides fee subsidies to families for child care, services for children with special needs, oversight of EarlyON Child and Family Centres, and provides supports for the early years and child care sector in Halton. The division is responsible for the implementation and ongoing administration of the Canada-Wide Early Learning and Child Care (CWELCC) system, also referred to as \$10-a-day child care. The division directly operates three child care centres.

Budget Impacts

As reported through Report No. **SS-14-24**, a new CWELCC funding model takes effect January 1, 2025 and represents a significant transformation in how the program will be delivered. It shifts the child care sector from a revenue replacement model to a cost-based model predicated on provincial benchmarks for the first time. CWELCC funding will support children 0-5 years of age. Child Care operators not participating in the CWELCC system will no longer qualify for provincial funding support. Starting January 1, 2025, several existing funding streams will be consolidated into a new Local Priorities fund. It will support general operating and wage supports for eligible child care operators serving children aged 6-12, fee subsidies for children aged 0-12, and professional learning, capacity building, and special needs supports for child care operators.

Under the previous funding model, provincial funding was not adequate to meet the needs of the community and therefore the Region provided funding in excess of the required cost-share. While the full impacts of the new funding model are being determined, the Children's Services 2025 Budget has been prepared based on the Region's funding for the program being maintained at the 2024 Budget level, as shown in the following table.

Children's Services Divisional Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Children's Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Canada-Wide Early Learning and Child Care System	\$ 215,341	\$ 3,210	\$ 218,551	\$ (215,263)	\$ 3,288	\$ 2,375	\$ 913	38.5%	
Early Years Services	31,840	594	32,435	(28,937)	3,497	4,836	(1,339)	-27.7%	
Early Intervention and Community Support Services	3,430	576	4,006	(1,306)	2,700	2,507	193	7.7%	
Regional Child Care Centres	3,258	181	3,440	(2,383)	1,056	823	233	28.3%	
Total	\$ 253,869	\$ 4,562	\$ 258,431	\$ (247,889)	\$ 10,542	\$ 10,542	\$ -	0.0%	
2024 Budget	\$ 191,379	\$ 4,198	\$ 195,577	\$ (185,035)	\$ 10,542				
\$ Change	62,489	364	62,854	(62,854)	(0)				
% Change	32.7%	8.7%	32.1%	34.0%	0.0%				
FTE					110.8	109.8	1.0	0.9%	
Relief Hours					1,760.5	3,587.5	(1,827.0)	-50.9%	

Schedule may not add due to rounding

The 2025 Children's Services budget also reflects a conversion of 1,827 relief hours to 1.0 FTE to better align with organizational needs.

The total funding allocation from the Ministry of Education for early years and child care in Halton for 2025 is \$245.4 million. This represents a total increased provincial investment of \$62.9 million over the 2024 Budget. It includes CWELCC funding of \$213.8 million; Local Priorities funding of \$23.9 million; EarlyON Child and Family Centre funding of \$4.3 million; and Administration funding of \$3.4 million.

The **Canada-Wide Early Learning and Child Care System** is a federal-provincial cost-shared program that aims to reduce the cost of child care for children aged 0-5 to on average \$10 a day by March 2026. There has been an incremental reduction in parent fees since 2022 when the program was launched. As of January 1, 2025, parent fees will be further reduced to a maximum of \$22 a day. Halton families participating in CWELCC paying more than this amount will see a fee reduction.

In 2024, there are 109 CWELCC child care operators in Halton operating 275 sites (including three Regionally operated child care centres). There are 19,212 CWELCC spaces in total. Starting January 1, 2025, Halton Region, in its capacity as Consolidated Municipal Service Manager for Child Care, will be obligated to implement the new CWELCC cost-based funding model at the individual site-level. Under the current approach (which expires December, 31, 2024) child care operators that have multiple child care centres will report in a consolidated fashion.

The new cost-based funding model requires greater Regional oversight of child care operators, risk management, contract management and audit functions. Despite these added responsibilities, provincial administration funding for the new model in 2025 has been held at the 2024 level, which, as reported through Report No. **SS-09-24** re: “Early Years and Child Care Funding and Canada-Wide Early Learning and Child Care System Update”, includes a reduction of \$2.5 million. The \$2.5 million reduction was largely offset through savings and a reallocation of expenditures in the 2025 Budget. Under the new funding model, administration funding represents approximately 1% of total funding.

In 2025, the budget for the Canada-Wide Early Learning and Child Care System is increasing by \$913,000 or 38.5%. This is largely due to a reallocation of resources from Early Years Services to reflect the new funding model.

Canada-Wide Early Learning and Child Care System	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of child care operators enrolled in the Canada-Wide Early Learning and Child Care System (CWELCC)	N/A	102	109	109	109
Percentage of child care operators enrolled in the CWELCC	N/A	88%	88%	88%	88%
Number of licensed child care spaces in the CWELCC	N/A	18,481	19,018	19,212	19,388
Amount invested by the federal and provincial governments in the CWELCC (\$000s) to fund child care operators	N/A	\$41,958	\$123,256	\$139,767	\$212,392
Amount invested by the Region in CWELCC (\$000s)	N/A	\$0	\$0	\$0	\$3,288

Early Years Services includes Local Priorities and EarlyON Child and Family Centre funding. These initiatives are guided by Halton Region’s Early Learning and Child Care Plan: 2022-2025 approved through Report No. **SS-12-22** re: “Early Learning and Child Care Update”. The Plan focuses on responsive, high quality, affordable, accessible and inclusive early years and child care programs across the Region. These objectives align with the CWELCC System.

Beginning in 2025 several provincial funding streams will be consolidated into a new Local Priorities fund. This new funding envelope includes general operating and wage support funding for eligible child care operators serving children aged 6-12, fee subsidies for low-income children aged 0-12, professional learning, capacity building, and special needs supports for child care operators.

Fee Subsidies are provided to eligible low-income families to assist with the cost of child care or for those who are in receipt of Ontario Works (OW) benefits. It is projected that 3,908 children in total will have received child care subsidies by the end of 2024. In 2025, the number of subsidized child care spaces for children ages 0 to 5 is anticipated to decrease as fewer families will be eligible for fee subsidy as the maximum parental fee will be reduced to \$22 per day. The cost per child care space for children ages 6 to 12 may increase in 2025 as there is no prescribed fee cap on before and after school care.

Special Needs Resource funding supports children attending licensed child care programs. Supports are provided to families and educators to assist with successful inclusion of all children into child care classroom environments. Halton Region has seen an increase in the number of children in licensed child care with developmental needs since the COVID-19 pandemic. More children are presenting with social, emotional and developmental needs. It is anticipated that demand for inclusion services will continue to increase as the number of licensed child care spaces grows under CWELCC over-time.

In 2024, Halton Region supported a continued partnership with The Halton Resource Connection (THRC) to provide professional learning opportunities to early childhood educators supporting pedagogy, equity, diversity and inclusion, truth and reconciliation, and early years mental health. In September 2024, a mentorship program hosted by THRC was piloted to provide one-on-one learning opportunities for early childhood educators in aims of growing a strong workforce and vibrant sector. Also in 2024, the Halton Region Quality System Framework was completed and introduced broadly across the sector. Implementation of the Quality Framework will be a Children’s Services divisional priority in 2025.

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

In 2025, the Early Years Services budget is decreasing by \$1.3 million, or 27.7%, mainly due to a reallocation of the Regional contribution in the previously funded program as a result of the new provincial program guidelines.

Early Years Services	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Licensed Child Care (LCC) spaces in Halton	30,703	32,035	32,645	33,106	33,282
Amount invested in building system capacity inclusive of children, youth, parents and service providers (\$000s)	\$2,610	\$2,600	\$2,100	\$2,040	\$2,042
Percentage of Licensed Child Care (LCC) programs in Halton enrolled in Regional Quality Initiatives	91%	92%	90%	93%	88%
Number of children (birth to 12 years) in Licensed Child Care (LCC) supported with special needs resourcing	763	1,005	1,134	1,150	1,150
Average annual cost per subsidized child care space	\$7,329	\$7,598	\$5,401	\$5,401	\$4,629
Average number of child care subsidy spaces	2,097	2,435	2,331	2,140	2,140

Early Intervention and Community Support Services includes two programs that assist children with, or at risk for, developmental needs in Halton. Services are provided for children from birth to age 21 in a variety of settings. *Infant and Child Development services* such as early intervention and identification for children with differing needs are delivered in home and in community settings. The *Family and Community Behaviour Services program* works to increase parent, child, caregiver and educator capacity with behavioural needs across home, community and school environments.

Both programs are intended to be 100% funded by the Province, however the Ministry of Children, Community and Social Services (MCCSS) does not provide sufficient funding to meet the needs of Halton families. Halton Region has provided additional investment over a number of years to minimize wait times for Halton children requiring early intervention services and support with developmental needs. In 2025, the Region will contribute \$2.7 million and the province will contribute \$974,000. In 2025 the Early Intervention and Community Support Services Budget has increased by \$193,000 or 7.7% mainly due to inflationary increases which are partially offset by a nominal funding increase of \$43,000 from MCCSS.

Early Intervention and Community Support Services	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Amount invested in Early Intervention and Community Support	\$1,929	\$2,073	\$2,335	\$2,507	\$2,700
Number of children (birth to 21 years) served through Early Intervention and Community Support Programs	612	675	738	950	950

Regional Child Care Centres, directly operated by Children’s Services, provide high-quality child care to 120 children in Halton using the Provincial pedagogy “*How Does Learning Happen?*” to support the development of each child’s learning. In 2024, the Regional Child Care Centres (RCCCs) offered nine education sessions to child care professionals. Education sessions focused on the various ways that centres can offer quality child care, incorporating a strong lens on equity, diversity, and inclusion and truth and reconciliation. In 2024, the Ministry of Education mandated a value for money audit be undertaken of all municipally operated child care centres in Ontario. The three Regionally operated RCCCs are currently undergoing an audit to comply with this requirement. This audit is expected to be finalized in 2025.

The Program also ensures Region-owned child care centres are maintained in a state-of-good-repair by providing capital funding. In 2025, there is a net increase in the RCCC budget of \$233,000, mainly due to inflationary and compensation cost increases.

Regional Child Care Centres	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Regional Child Care Centre (RCCC) spaces	120	120	120	120	120
Regional contribution to the Regional Child Care Centres (RCCC) (\$000s)	\$811	\$814	\$815	\$823	\$1,056
Number of educational sessions provided by Regional Child Care Centres (RCCC) to community professionals	5	7	9	12	12

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 2025 Employment & Social Services budget reflects a net decrease of \$949,000, or 11.7%, over the 2024 Budget due to an increase in Ontario Works Cost of Administration funding and Ontario Works Employment Assistance funding. This is the first increase in funding since 2018, in recognition of the increase in caseloads. The 2025 Budget also includes a proposed strategic investment for 3.0 Integrated Case Manager FTEs to support the higher caseloads and increasingly complex client needs. The 2025 Budget for Employment & Social Services includes a Regional investment of \$7.1 million, of which \$4.2 million is the Provincially-legislated contribution to the program and \$2.9 million is an additional investment above the legislated requirement to provide additional supports in the community.

Employment & Social Services Divisional Summary (\$000s)								
	2025 Budget					2024 Budget	Change	
Employment & Social Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024	
Employment Halton	\$ 2,051	\$ 537	\$ 2,588	\$ (2,110)	\$ 478	\$ 955	\$ (476)	-49.9%
Low Income Financial Benefits	2,243	9	2,252	(100)	2,152	2,143	8	0.4%
Ontario Works	38,753	2,577	41,330	(36,827)	4,503	4,984	(480)	-9.6%
Total	\$ 43,046	\$ 3,124	\$ 46,170	\$ (39,036)	\$ 7,133	\$ 8,082	\$ (949)	-11.7%
2024 Budget	\$ 34,716	\$ 2,928	\$ 37,643	\$ (29,561)	\$ 8,082			
\$ Change	8,330	196	8,527	(9,475)	(949)			
% Change	24.0%	6.7%	22.7%	32.1%	-11.7%			
FTE					63.0	60.0	3.0	5.0%

Schedule may not add due to rounding

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

Effective July 2022, responsibility for the employment service system in Halton region was transferred from the Ministry of Labour, Immigration, Training and Skills Development to Fedcap Canada. In April 2023, the delivery of employment support to Ontario Works clients was also transferred to Fedcap Canada. Staff worked closely with Fedcap Canada to ensure a seamless transition. The 2025 projected metrics in the table below reflect targets set in the Region's agreement with Fedcap.

With Fedcap Canada as the employment service system manager for Halton, employment referrals are shared with various employment service providers across the Region. This results in a decrease in the number of clients served by Employment Halton.

Mental health supports continue to be required to help individuals overcome barriers to employment. It is expected that 175 individuals will access mental health supports in 2025 to assist them in reaching their employment goals.

The 2025 Budget for Employment Halton has decreased by \$476,000 or 49.9%, mainly as a result of a \$520,000 increase in Ontario Works Employment Assistance funding from the Ministry of Children, Community and Social Services (MCCSS). This is the first increase in funding since 2018. The Ontario Works Employment Assistance program is intended to be fully funded by the MCCSS, however it is funded 66% by the Province and 34% by the Region in the 2025 Budget.

Employment Halton	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Total Investment in Employment Halton (\$000s) (1+2+3)	\$3,195	\$3,229	\$2,812	\$2,529	\$2,588
Employment Halton Regional Investment (\$000s) (1)	\$588	\$654	\$886	\$955	\$478
Employment Halton Provincial Investment (\$000s) (2)	\$2,324	\$2,210	\$1,456	\$1,144	\$1,676
Employment Halton Federal Investment (\$000s) (3)	\$283	\$365	\$470	\$430	\$433
Number of clients that accessed an Employment Halton Services Workshop	1,849	2,657	2,184	1,021	1,000
Number of clients that started an Employment Action Plan	N/A	N/A	380	348	348
Number of clients employed more than 20 hours per week	N/A	N/A	166	160	160
Number of employers that partner with Employment Halton	500	500	500	200	225
Percentage of individuals employed or participating in an educational opportunity 3 months after leaving the program	74%	71%	71%	70%	70%
Number of individuals accessing mental health supports for assistance with reaching employment goals	339	230	127	100	175

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

The Low-Income Financial Benefits budget has increased by \$8,300 or 0.4% due to inflationary cost increases, applied where applicable.

Low Income Financial Benefits	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Regional investment in Subsidized Passes for Low Income Transit (SPLIT) (\$000s)	\$401	\$489	\$608	\$520	\$520
Number of individuals who purchased a Subsidized Pass for Low Income Transit (SPLIT) pass or tickets	6,491	8,659	10,859	10,000	10,000
Regional investment in the Low-Income Program (\$000s)	\$343	\$328	\$343	\$338	\$383

SPLIT provides a subsidy for low-income residents so they can access affordable public transportation in Burlington, Halton Hills, Milton and Oakville. Approximately 10,000 passes are expected to be purchased in 2024.

Ontario Works (OW) is a Provincially-mandated program that provides financial assistance to eligible individuals and families. As shown in the following table, the 2024 projected average monthly caseload is 3,100. The Province fully funds the discretionary and mandatory benefits associated with the OW program, and the cost of administration for the OW program is intended to be cost-shared 50/50 with municipalities. Based on caseload projections provided by the Province and an analysis of local trends, the Ontario Works caseload is projected to increase by 9% in 2025 over the projected 2024 caseloads. The 2024 projected monthly costs per OW cases are expected to be slightly lower than in 2023 due to caseloads increasing at a greater rate than costs.

The Ontario Works 2025 program budget has decreased by \$480,000 or 9.6% as a result of a \$1.0 million increase in funding from the MCCSS to support the Ontario Works cost of administration. This is the first increase in funding since 2018 and brings the cost-share reflected in the 2025 Budget of 48% Province / 52% Region more in line with the intended 50/50 cost-share for the cost of administration. The 2025 Budget also includes a strategic investment for 3.0 Integrated Case Manager FTEs to support the higher caseloads and increasingly complex client needs.

Halton Region's Ontario Works caseload has climbed steadily since 2021. In addition, the Region has continued to receive a significant number of Ontario Works Emergency Assistance applications from individuals who may not qualify for OW, but need one-time assistance with other necessities

MCCSS has implemented and mandated the use of a centralized provincial intake model for Ontario Works applications. It is anticipated that the majority of future OW applications will be made through the Provincially-delivered service. To date there have been issues with the implementation of this model and challenges in establishing a seamless client experience. It is anticipated that over time reduced Halton obligations at the initial application process will allow for improved ongoing caseload management, better supports to clients, and increased program integrity.

Ontario Works	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Average monthly number of Ontario Works recipients	1,584	1,862	2,444	3,100	3,379
Gross monthly cost per Ontario Works case	\$1,205	\$1,230	\$1,161	\$1,129	\$1,004
Average length of time clients received Ontario Works assistance (in months)	34	29	23	22	23

Housing Services

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

Budget Impacts

The 2025 Budget for Housing Services is increasing by \$5.5 million, or 12.7%, mainly driven by a \$4.0 million increase in capital financing to support the Region’s Comprehensive Housing Strategy 2025-2035. The 2025 Budget also includes increases of \$558,000 in the Rent Supplement program to reflect the increased cost of existing rent supplements and projected growth of approximately 20 units, and \$586,000 in assisted housing provider grants and additional HCHC program subsidy.

Housing Services Divisional Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Housing Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Assisted Housing	\$ 38,511	\$ 13,658	\$ 52,169	\$ (4,000)	\$ 48,169	\$ 42,692	\$ 5,478	12.8%	
Homelessness Prevention	18,730	244	18,973	(18,404)	569	554	15	2.7%	
HCHC	2,188	1,104	3,292	(3,292)	-	-	-	0.0%	
Total	\$ 59,429	\$ 15,006	\$ 74,435	\$ (25,697)	\$ 48,738	\$ 43,246	\$ 5,493	12.7%	
2024 Budget	\$ 58,570	\$ 10,381	\$ 68,951	\$ (25,706)	\$ 43,246				
\$ Change	859	4,625	5,484	9	5,493				
% Change	1.5%	44.5%	8.0%	0.0%	12.7%				
FTE					53.0	50.0	3.0	6.0%	

Schedule may not add due to rounding

Strategic investments are proposed for 3.0 FTEs, converting existing temporary positions to permanent positions to support the delivery of the Homelessness program, fully offset with funding provided through the Provincial Homelessness Prevention Program with no net Regional impact.

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

. New housing opportunities are created through the following capital and operating streams of activity:

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

All new housing opportunities created support Halton Region’s Comprehensive Housing Strategy (CHS). Through the Region’s significant investment, together with the Federal and Provincial Governments’ previous investments, by the end of 2024, Halton is projected to successfully deliver a total of 1,258 additional new assisted and supportive housing opportunities created through the Region’s Comprehensive Housing Strategy (2014 - 2024). Work on the next CHS 2025-2035 is well underway, with community consultations taking place over Q4 2024 / Q1 2025, following which a proposed CHS 2025-2035 will be brought forward for Council’s consideration and approval in 2025. The updated CHS will target 1,350 new housing opportunities to maintain the progress made in the previous plan. The 2025 Budget and Forecast includes funding for 450 new housing opportunities to be created over the next 10-years using Regional operating and capital funding. With additional investment from senior levels of government, it is projected that a total of 900 – 1,350 new housing opportunities can be created over the next 10-years. It is anticipated that the Federal and Provincial Governments will contribute the funding for the additional 900 opportunities, however this funding has not been confirmed and therefore is not included in the budget.

The 2025 Budget for Assisted Housing is increasing by \$5.5 million, or 12.8%. To address the loss of development charge revenues as a result of Bill 23 and support new assisted housing as part of the Region’s next 10-year Comprehensive Housing Strategy 2025-2035, the 2025 Budget includes an increase of \$4.0 million to fund the Regional New Units reserve, bringing the total annual funding to \$11.5 million. There is also an increase of \$558,000 in the Rent Supplement program to support the increased cost of rent supplements (\$308,000) and an increase to support the projected growth of approximately 20 units (\$250,000). The 2025 budget also includes increases of \$185,000 in additional HCHC program subsidy and \$177,000 in assisted housing provider program based on legislated Provincial indices benchmarks. Funding has been aligned with the latest confirmed funding allocations which includes the removal of funding and expenditures of \$53,000 for the Investment in Affordable Housing – Social Infrastructure Fund (IAH-SIF) and \$51,000 for the Anti-Human Trafficking (AHT) program which have both ended, as well as a reduction in Federal Block funding of \$225,000,

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

- Rent-g geared-to-income (RGI): a subsidy made available to eligible low-to-moderate-income residents selected from the Halton Access to Community Housing (HATCH) government assisted housing waitlist. The subsidy is calculated based on 30% of total household income. In 2025, the Region is expected to provide more than 4,000 RGI subsidies.
- Portable Housing Benefits: provided directly to vulnerable Halton residents on the HATCH waitlist to assist them with their ongoing rental costs. In 2024, a dispute between the Federal and Provincial governments temporarily halted Canada-Ontario Housing Benefit (COHB) offers, but Halton has recently been provided 100 new portable benefits to allocate by March 2025.

- Halton Rental Assistance Program (HRAP): provides funding directly to private market landlords and community agencies to make rent affordable to HATCH clients. In 2024, Halton funded 491 HRAP rent supplement opportunities. The 2025 budget includes funding to support an additional 20 rent supplement units in 2025.

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

Assisted Housing	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Total net operating expenditures for assisted housing opportunities (\$000s)	\$35,884	\$36,896	\$39,594	\$42,692	\$48,169
Total stock of assisted housing	5,439	5,404	5,538	5,600	5,650
Number of households receiving Rent-Geared-to-Income (RGI) support annually	4,105	4,020	4,007	4,003	4,003
Number of households receiving portable housing benefit support annually.	230	150	100	100	100
Number of households receiving Halton Rental Assistance Program (HRAP) support annually	459	455	485	491	511
Number of other assisted housing units supported by Halton Region annually	204	208	214	214	214
New assisted housing opportunities in Halton (Cumulative total opportunities since 2014)	1,005	1,021	1,181	1,258	1,308
Annual investment in assisted housing stock (\$000s)	\$15,271	\$11,027	\$77,823	\$19,800	\$14,100
Number of applicants on the Halton Access to Community Housing (HATCH) waitlist	4,681	6,163	7,111	8,300	9,300
Percentage of Halton Access to Community Housing (HATCH) waitlist applicants who are Halton residents	47%	46%	45%	46%	46%

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

Emergency shelter options are available for vulnerable Halton residents. Single men are sheltered in Oakville. Single women, couples, and families are sheltered in Burlington. Hotels continue to be utilized for overflow purposes. In addition to basic needs, individuals admitted into emergency shelter programming receive a common intake and assessment that prioritizes them for housing opportunities.

In 2024, Halton Region increased street outreach capacity to provide additional response to encampments. This team meets with precariously housed and homeless Halton residents to support them with emergency shelter, food security, mental health, transportation, and other supports. While shelter is always available for any Halton resident who need it, they need to willingly accept the support available. The Region has no authority to require individuals to accept a shelter bed or to enact removal. A Homelessness Action Table continues to meet with partners from Halton Region, local municipalities, Halton Regional Police Service (HRPS), and health and social services and justice sectors to standardize processes and improve communications across the Region.

Investment in homelessness prevention from the Provincial government for the 2024-25 fiscal year remains unchanged at \$14.3 million and no change is expected for the 2025-26 fiscal year. As reported through Report No. **SS-05-24** re: “Allocation of Provincial Homelessness Prevention Program Funding in 2024-2025 and Federal Reaching Home 2024-2028 Update” on November 28th, 2023, Halton Region was notified that its allocation for Federal Reaching Home homelessness prevention funding will decrease by \$7.0 million over the next four-year period (April 1, 2024 - March 31, 2028). In 2024-25 and 2025-26, the Region’s base funding will be reduced by \$208,864 (5%), and in 2026-27 and 2027-28, this reduction will grow to \$3.3 million (77%). The 2025 Budget reflects the decrease of \$208,864 in Federal Reaching Home funding. The homelessness system has become more complex and requires increased base federal and provincial funding to support vulnerable populations on a permanent, sustained basis. The Region will continue to advocate for appropriate and sustained funding for homelessness and supportive housing.

In 2025, the division will continue to seek new opportunities and partnerships to serve homeless and precariously housed Halton residents. The 2025 Budget for Homelessness Prevention is increasing by \$15,000, or 2.7%, due to an increase in the contribution to the Region’s Facilities Replacement reserve to maintain emergency shelters in a state-of-good-repair. A decrease in Federal Reaching Home funding of \$208,864 is offset with equivalent expenditures. The budget includes strategic investments proposed for 3.0 FTEs, converting existing temporary positions to permanent positions to support the delivery of the Homelessness program, fully offset with funding provided through the Provincial Homelessness Prevention Program with no net Regional impact.

Key Homelessness Prevention programs include:

- Housing Stability Fund: provides one-time financial assistance to low-income residents struggling with energy arrears, moving costs, essential furniture and last month’s rent or rental arrears.
- Halton Housing Help: provides individuals and families with access to safe and affordable housing and connects at-risk residents to the supports they need.
- Halton Housing First: provides permanent housing and intensive case management supports to individuals and families who are experiencing chronic homelessness.
- Supportive Housing (formerly known as Housing with Related Supports and Domiciliary Hostels): provides 152 subsidized beds that give permanent housing with on-site support services for residents who cannot live independently in the community.
- The Emergency Shelter program: provides temporary shelter and services to individuals and families experiencing homelessness. Hotels will continue to be used in 2025 to address surge capacity as needed.
- The total number of individuals and families needing support through homelessness prevention and emergency shelter programs are expected to increase in 2025 as rental costs continue to significantly rise for units in the private market and more individuals/families are at risk of eviction.

Homelessness Prevention	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Households Receiving Housing Stability Fund (HSF) Support Annually	2,131	2,127	2,266	2,300	2,405
Number of youth accessing Bridging the Gap (BTG) annually	155	152	163	165	171
Number of clients accessing Halton Housing Help (HHH) annually	1,371	1,398	1,507	1,550	1,643
Number of clients in receipt of Halton Housing First (HF) support annually	25	36	44	60	63
Lighthouse Shelter for Single Men Individuals Served	385	307	350	370	380
Shelter for Single Women Individuals Served	60	72	76	90	92
Number of Families Provided with Shelter	71	69	94	85	117
Percentage of households contacted that remain permanently housed 6 months after receiving funding support through the Housing Stability Fund	91%	85%	93%	87%	90%
Number of individuals and families who moved from homelessness to permanent housing	210	251	277	321	344
Number of vacancies filled	60	53	45	55	60
Number of individuals and families who moved to Community Housing	84	64	53	60	65

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

HCHC directly manages a total of 2,280 units. HCHC's housing stock is anticipated to grow incrementally in 2025 with the addition of 265 Kerr Street which includes 52 new units of assisted and supportive housing. HCHC will manage any new buildings/units developed or purchased by the Region going forward as part of Halton Region's Assisted Housing Portfolio. Additional Regional developments/purchases are anticipated in future years.

HCHC communities include townhouses, apartments, condominium units and several single and semi-detached dwellings. HCHC balances fiscal responsibility with keeping vulnerable populations housed. HCHC works with residents to support tenancies and promote community safety and well-being and has a resident informed multi-year Community Development Strategy in place to guide these activities (**HC-13-24**). HCHC manages 172 units on behalf of Halton Region (which form part of the total 2,280 units) as shown in the table below.

The 2025 Budget includes no net change as the costs are fully recovered by HCHC administration fees.

Halton Community Housing Corporation (HCHC)	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Total gross operating expenditures for Halton Community Housing Corporation (HCHC) (\$000s)	\$29,851	\$30,347	\$41,826	\$32,733	\$33,255
Number of units in the Halton Community Housing Corporation (HCHC) portfolio	2,210	2,210	2,280	2,280	2,332
Number of Regional units managed by the Halton Community Housing Corporation (HCHC)	102	102	172	172	224
Percentage of total households who are in arrears	13%	16%	15%	15%	14%
Number of households in repayment plans	61	81	88	88	88
Number of residents accessing programming offered through community partnerships	2,646	2,534	2,817	2,750	2,850
Asset management state-of-good-repair spending (\$000s)	\$4,473	\$4,590	\$4,713	\$5,655	\$9,395
Asset management state-of-good-repair capital projects	49	60	53	26	36
Total number of tenants participating in Community Wellness Hub programming	N/A	1,029	2,367	2,400	2,500

Human Services Planning & Program Support

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

Budget Impacts

The 2025 Budget reflects a net increase of \$680,000, or 7.0%, over the 2024 Budget mainly driven by a strategic investment of \$500,000 to enhance the Halton Region Community Investment Fund (HRCIF), which supports Community Safety and Well-Being priorities aimed at positively impacting the health, safety and well-being of the community. Funding & Other Revenue is decreasing by \$444,000 to reflect the fiscal year allocation for the Building Safer Communities Fund from Public Safety Canada, which is offset with an equivalent decrease in expenditures, resulting in no net Regional impact.

Human Services Planning & Program Support Divisional Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Human Services Planning & Program Support									
Community Development	\$ 6,836	\$ 93	\$ 6,930	\$ (937)	\$ 5,993	\$ 5,457	\$ 536	9.8%	
Professional Support	3,376	1,009	4,385	-	4,385	4,241	144	3.4%	
Total	\$ 10,212	\$ 1,102	\$ 11,314	\$ (937)	\$ 10,378	\$ 9,698	\$ 680	7.0%	
2024 Budget	\$ 10,041	\$ 1,038	\$ 11,079	\$ (1,381)	\$ 9,698				
\$ Change	171	64	235	444	680				
% Change	1.7%	6.1%	2.1%	-32.2%	7.0%				
FTE					27.0	27.0	-	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.

The net increase of \$536,000, or 9.8%, in the 2025 Budget for Community Development is driven by a strategic investment of \$500,000 to support the HRCIF. The HRCIF is a key component of the Region's overall approach to support health, safety and well-being of Halton residents. As shown in the following table, the Region has increased HRCIF funding by \$1.0 million since 2021 and an additional investment of \$500,000 is proposed for 2025. These investments are 100% Regionally

funded. The HRCIF provides single and multi-year grants for human services programs that support the health, safety and well-being of Halton residents. In 2024, the HRCIF is providing 83 grants that address community needs or are aligned with CSWB planning priorities such as supporting mental health, maintaining housing and preventing homelessness, improving food security, supporting residents vulnerable to negative social and health outcomes and strengthening services to older adults, children and youth. A commitment to equity, diversity and inclusion informs these investments, which enhance the capacity of organizations to meet community needs and continue to respond to a wide range of emergent issues.

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

Community Development	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Amount invested in community programs through the Halton Region Community Investment Fund (HRCIF) (\$000s)	\$3,500	\$3,750	\$4,000	\$4,500	\$5,000
Number of active HRCIF Grants	65	76	70	83	88

As reported though Report No. **SS-21-22** re: “Building Safer Communities Fund (BSCF) in 2022 – 2026”, the Building Safer Communities Fund (BSCF) is a Federally funded initiative under Public Safety Canada. This funding has been introduced as a targeted, time-limited contribution program totalling \$250 million for municipalities and Indigenous communities to develop community-based prevention and intervention strategies that aim to prevent gun and gang violence through local programming. Halton Region was selected to receive a funding allocation of approximately \$3.9 million over four years. The allocation included in the 2025 budget is \$937,000 which will be utilized to support dedicated program resources and provide grants to community-based agencies.

Professional Support provides services across the Social & Community Services department in the areas of policy and program support, business improvement, emergency social services, eligibility review, navigation supports for individuals and families, revenue recovery and records management. The Professional Support budget is increasing by \$144,000, or 3.4%, mainly due to inflationary cost adjustments reflected where applicable to maintain service levels.

The Region is committed to ensuring accountability in the delivery of human services. The eligibility review team within this group investigates allegations of potential misrepresentation for Ontario Works (OW) and Children’s Services. Through these investigations, it is projected that \$500,000 in overpayments will be identified in 2024 and subject to recovery, which will be used to offset OW benefits and child care fee funding.

Professional Support	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Amount of overpayments identified by investigations into misrepresentation for clients in Children's Services, and Ontario Works (\$000s)	\$1,853	\$98	\$486	\$500	\$500

Services for Seniors

The Services for Seniors division is responsible for providing a wide range of medical and non-medical support services designed to meet the specific needs of residents and clients. The Region operates three accredited Long-Term Care (LTC) homes (Allendale, Creek Way Village and Post Inn Village). LTC homes provide skilled nursing care, and activities of daily living supports to 572 individuals. The division also provides Supportive Housing programs at five locations in Halton and Adult Day programs in both Milton and Georgetown that enable older adults to live in their own homes longer and maintain their independence.

Budget Impacts

The 2025 Services for Seniors budget reflects an increase of \$2.5 million, or 9.1%, over the 2024 Budget. The increase is largely driven by increases in compensation, medical supplies, food supplies and other contract costs. Funding & Other Revenue is increasing by \$7.0 million, mainly due to provincial funding increases of \$4.2 million in Direct Care Hours, \$1.3 million in provincial Level-of-Care Funding and other funding envelopes and \$484,000 in Community Support Services Funding. The 2025 Budget also includes a strategic investment of 14.0 FTEs and associated relief hours to provide more hours of direct care for residents at the Region's Long-Term Care homes utilizing funding provided by the Ministry of Long-Term Care with no net tax impact. Investments of 2.0 Nurse Practitioner FTEs which are largely funded through the province's Hiring More Nurse Practitioners in Long-Term Care funding and \$130,000 for a Decision Support Specialist to assist the LTC programs with decision making and reporting requirements have also been included in the 2025 budget. There is also an investment in an additional 7,614 relief hours from the reallocation of relief and FTE positions to align with the LTC Homes' master schedule with no net tax impact.

Services for Seniors Divisional Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Services for Seniors									
Adult Day Programs	\$ 1,839	\$ 302	\$ 2,141	\$ (1,733)	\$ 408	\$ 458	\$ (50)	-10.9%	
Long-Term Care Homes	81,503	17,466	98,969	(69,368)	29,601	26,875	2,726	10.1%	
Supportive Housing Programs	5,276	485	5,761	(5,446)	315	450	(135)	-29.9%	
Total	\$ 88,618	\$ 18,253	\$ 106,871	\$ (76,547)	\$ 30,324	\$ 27,783	\$ 2,541	9.1%	
2024 Budget	\$ 81,108	\$ 16,211	\$ 97,319	\$ (69,536)	\$ 27,783				
\$ Change	7,510	2,041	9,552	(7,011)	2,541				
% Change	9.3%	12.6%	9.8%	10.1%	9.1%				
FTE					639.6	622.6	17.0	2.7%	
Relief Hours					142,152.6	130,413.9	11,738.7	9.0%	

Schedule may not add due to rounding

The Region's LTC homes continue to increase staffing levels to provide more hours of direct care for residents, with funding provided through the final year of multi year investment designed to support the provincial target of an average 4 hours of care by 2024-25, as set out in the *Fixing Long-Term Care Act, 2021* and Ontario

Regulation 246/22. The LTC homes continue to implement procedures and practises to meet the provincial regulatory and compliance mandates, with a focus on infection prevention and control. The Region's LTC homes continue to work through industry wide health and human resource challenges while ensuring ongoing compliance.

Adult Day Programs provide day-time social and therapeutic recreational programming for older adults living in the community. Staff continue to work closely with the Ontario Health Teams to ensure the provision of appropriate service levels to support the needs of Halton clients.

The 2025 Budget for the Adult Day Programs includes a net decrease of \$50,000 or -10.9%, mainly driven by an increase in base funding of \$206,000 from Ontario Health, partially offset with inflationary cost increases. The 2025 Budget includes funding in the amount of \$1.5 million from Ontario Health (OH).

Adult Day Programs	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Total gross operating cost of Regional Adult Day programs (\$000s)	\$1,455	\$1,492	\$1,709	\$1,919	\$2,041
Number of clients served	90	81	95	100	115
Overall satisfaction with the quality of care and service	100%	100%	100%	100%	100%

Long-Term Care (LTC) Homes provide high quality care and accommodation to older adults who are no longer able to live on their own. This is achieved through 572 LTC beds, the production kitchen which prepares meals for Halton's three LTC homes, and a community Meals on Wheels program which provides meals for older adults in Milton and Halton Hills.

LTC homes continue to respond to the regulatory and operational challenges facing the sector. Operationally, homes have increased infection prevention and control measures to minimize the transmission and spread of all infectious diseases throughout the home and respond to the regulatory requirements through the *Fixing Long-Term Care Act, 2021*. In the Act, Ontario has committed to providing an average of four hours of direct care per day by 2024-25 which has resulted in an increased investment in staffing to support the front-line care needs of our residents.

The 2025 Long-Term Care homes' budget reflects a net increase of \$2.7 million, or 10.1%, over the 2024 Budget largely driven by compensation costs, increases in food, medical supplies and other contract costs and increased corporate support costs to implement the Digital Strategy.

Funding from the Ministry of Long-Term Care (MLTC) is increasing by \$5.6 million, comprised of an increase of \$4.2 million to support an increase in direct care hours which has been utilized to fund a strategic investment for as a strategic investment to fund 14.0 FTEs and 4,124.0 relief hours (\$1.6 million) and to address base compensation pressures (\$2.6 million), and an increase of \$1.3 million in base level-of care funding and other funding envelopes.

The 2025 Budget includes the following strategic investments for 17.0 FTEs and 11,738.7 relief hours with a gross cost of \$2.0 million, and net Regional impact of \$165,000:

- 14.0 FTEs (comprised of 9.8 Personal Support Worker FTEs, 2.8 Registered Nurse FTEs, 1.4 Registered Practical Nurse FTE) and 4,124 relief hours to provide more hours of direct care for residents of the Long-Term Care homes. This investment is fully funded by the Ministry of Long-Term Care as part of the Province's commitment to ensure that residents receive, on average, four hours of direct care per day by 2024-25.

- 2.0 Nurse Practitioner FTEs to support resident care, partially funded by the Ministry of Long-Term Care, for a net Regional impact of \$35,000. There is currently 1.0 Nurse Practitioner FTE supporting all three homes. This investment will provide 1.0 Nurse Practitioner FTE for each home.
- 7,614 .7 relief hours for multiple position reallocations of relief and FTE positions to align with the LTC Homes master schedule, with no net Regional impact.
- 1.0 FTE Decision Support Specialist to support the Long-Term Care homes with decision making and reporting requirements to external agencies, for a Regional impact of \$130,000.

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

As shown in the table below, the 2025 Budget includes a total of 140,262.1 relief hours, which is an increase of 11,738.7 from the 2024 Budget due to strategic investments to increase the Direct Care hours in the Long-Term Care (LTC) homes and provide additional relief hours to align with LTC homes' master schedule. The following table reflects the allocation of budget, FTEs and relief hours for each LTC home and the Meals on Wheels program.

Long-Term Care Homes Budget (\$000s)										
	Allendale		Creek Way Village		Post Inn Village		Meals on Wheels		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Gross Cost	\$ 36,282	\$ 32,714	\$ 25,412	\$ 23,028	\$ 37,090	\$ 33,825	\$ 186	\$ 175	\$ 98,969	\$ 89,742
Provincial Funding & Revenue	(23,773)	(21,452)	(17,880)	(16,280)	(27,573)	(24,992)	(143)	(143)	(69,368)	(62,867)
Net Tax Impact	\$ 12,508	\$ 11,262	\$ 7,533	\$ 6,748	\$ 9,517	\$ 8,833	\$ 43	\$ 32	\$ 29,601	\$ 26,875
FTE	233.6	223.9	158.3	154.2	222.3	219.2	1.2	1.2	615.5	598.5
Relief Hours	36,981.3	32,708.1	39,953.6	39,459.3	63,482.0	56,510.8	-	-	140,416.9	128,678.2

The 10-year capital program includes \$6.6 million over the next 10 years, which is unchanged from the 2024 10-year program.

Services for Seniors Capital Program (\$ Millions)							
	2025	2026	2027	2028	2029	2030 - 2034	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 funding in 2025, which will be transferred to the Regional capital reserve to repay the Region's initial financing of the LTC homes and future replacements. This is consistent with the funding strategy for LTC homes. The Region invested \$58.0 million in the construction of the Post Inn Village and Creek Way Village LTC homes between 2000 and 2005. The Provincial funding is expected to continue over the next six years.

The Services for Seniors capital program is funded from reserves, which will be replenished from annual operating transfers. The 2025 Budget includes capital financing (i.e., transfer to reserves) of \$2.3 million.

As shown in the following table, 774 residents are projected to be cared for at the Regional LTC homes in 2025, and 94% of residents are satisfied with the Long-Term Care homes as a place to live.

Long-Term Care Homes	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Total gross operating cost of the 3 Regional Long-Term Care Homes (\$000s)	\$76,461	\$81,518	\$87,096	\$91,504	\$96,634
Percentage of Long-Term Care Homes operating budget from Regional investment	26%	25%	28%	28%	30%
Gross Operating Cost of a bed/day in Regionally operated Long-Term Care Homes	\$366	\$390	\$417	\$438	\$463
Percentage of residents satisfied with the Long-Term Care Homes as a place to live as reported to the Ministry of Long-Term Care	88%	92%	94%	94%	94%
Number of beds	572	572	572	572	572
Number of residents served at Regionally operated Long-Term Care Homes	792	780	742	774	774
Percentage of municipal long-term care beds per population over 75 years of age	5%	1%	1%	1%	1%
Allendale - Funded CMI	115%	115%	111%	111%	111%
Post Inn Village - Funded CMI	111%	111%	112%	111%	111%
Creek Way Village - Funded CMI	115%	115%	116%	116%	116%

Supportive Housing Programs provide in-home care and support to older adults living in five designated housing buildings and surrounding neighbourhoods (Martin House, Bruce Apartment, John R. Rhodes, Bonnie Place and Wellington Terrace). Four of these housing environments are HCHC properties, including Wellington Terrace and John R Rhodes where the Senior’s Community Hubs are operational. As shown in the following table, in 2024, the Supportive Housing programs provided personal support services to 259 Halton residents allowing them to remain safely living at home. The Supportive Housing program had 100% of its clients satisfied with the quality of care and services offered.

The 2025 Budget for Supportive Housing programs includes a net decrease of \$135,000, or -29.9%, mainly driven by an increase of \$278,000 in base funding from Ontario Health, partially offset by inflationary cost increases. The 2025 Budget includes funding in the amount of \$5.3 million from Ontario Health (OH).

Supportive Housing Programs	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Total gross operating cost of Supportive Housing (\$000s)	\$4,753	\$5,026	\$5,051	\$5,683	\$5,861
Amount of Regional funding for Supportive Housing programs (\$000s)	\$470	\$507	\$550	\$540	\$415
Amount of OH funding for Supportive Housing programs (\$000s)	\$3,763	\$3,957	\$4,414	\$5,071	\$5,349
Number of clients served at Regionally operated Supportive Housing locations (1+2+3+4)	238	232	247	259	277
Number of clients served at Bonnie Place (1)	71	57	61	57	60
Number of clients served at Wellington Terrace (2)	52	57	56	55	55
Number of clients served at Martin House (includes Bruce apartments & expansion) (3)	53	56	68	80	95
Number of clients served at John Rhodes Residence (4)	62	62	62	67	67
Overall Satisfaction with the quality of care and service	98%	100%	100%	100%	100%

Halton Region

Budget and Business Plan

TAX OVERVIEW

PUBLIC WORKS - TAX

Public Works Department - Tax

The Public Works department provides tax-supported services under Waste Management, Road Operations, and Development Services. Waste Management is responsible for the collection and disposal of solid waste. Road Operations supports all aspects of the Regional road network throughout Halton Region. The Development Services division is responsible for processing, reviewing and approving Regional engineering submissions associated with developer-contributed infrastructure and Regional Permits, in addition to carrying out permit and development inspections.

Budget Impacts

The 2025 Budget is increasing by \$6.1 million or 5.0%, which is comprised of increases of \$2.3 million or 4.6% for Waste Management, \$3.4 million or 5.4% for Road Operations, and \$328,000 or 4.2% for Development Services. The main driver of the increase is a \$7.4 million increase in capital financing expenditures mainly required to fund the automated wheeled cart collection program and support the Roads State-of-Good-Repair capital program. Other increases include inflationary cost adjustments reflected where applicable to maintain service levels and higher corporate support costs to implement the Region's Digital Strategy. The 2025 Budget also includes a strategic investment of 1.0 FTE proposed as a Supervisor - Inspections to ensure inspections staff can adequately respond to the increased demand associated with the Region's housing and growth priorities, which is 95% recovered from the Water and Wastewater budget. These increases are partially offset by \$4.5 million in savings associated with the transition of the blue box program to producer responsibility as reported to Council through Report No. **PW-08-24** re: "Blue Box Transition Period (April 1 to December 31, 2025)".

Public Works Department - Tax - Divisional Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Public Works Department - Tax	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Waste Management	\$ 46,278	\$ 18,219	\$ 64,497	\$ (10,913)	\$ 53,584	\$ 51,251	\$ 2,333	4.6%	
Road Operations	26,136	40,951	67,087	(759)	66,329	62,939	3,389	5.4%	
Development Services	6,480	3,510	9,991	(1,835)	8,156	7,828	328	4.2%	
Total	\$ 78,894	\$ 62,681	\$ 141,575	\$ (13,506)	\$ 128,069	\$ 122,018	\$ 6,051	5.0%	
2024 Budget	\$ 78,147	\$ 54,771	\$ 132,918	\$ (10,900)	\$ 122,018				
\$ Change	747	7,909	8,657	(2,606)	6,051				
% Change	1.0%	14.4%	6.5%	23.9%	5.0%				
FTE					131.4	130.4	1.0	0.8%	

Schedule may not add due to rounding

Waste Management

Waste Management is responsible for an integrated and sustainable waste management system of collection, processing, and disposal of municipal solid waste for approximately 650,000 Halton residents, eight designated Business Improvement Areas (BIAs), and 2,200 commercial locations, as well as the operation and maintenance of the Halton Waste Management Site (HWMS) and 11 closed landfills.

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

Budget Impacts

The 2025 Waste Management Budget reflects a net increase of \$2.3 million, or 4.6%, over the 2024 Budget. This increase is driven by inflationary cost increases for waste collection contracts (excluding blue box) to maintain service levels and higher corporate support costs to implement the Region's Digital Strategy. As reported to Council through Report No. **PW-08-24**, savings associated with the transition of the blue box program to producer responsibility of \$4.5 million are reflected in the 2025 Budget, which are fully offset with a capital transfer to provide funding for the automated wheeled cart collection program.

Waste Management Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Waste Management									
Collection	\$ 31,537	\$ 10,026	\$ 41,563	\$ (8,347)	\$ 33,216	\$ 29,653	\$ 3,564	12.0%	
Processing / Transfer	9,961	(1,790)	8,171	(187)	7,983	10,110	(2,127)	-21.0%	
Residual Management	4,780	9,983	14,763	(2,379)	12,384	11,487	897	7.8%	
Total	\$ 46,278	\$ 18,219	\$ 64,497	\$ (10,913)	\$ 53,584	\$ 51,251	\$ 2,333	4.6%	
2024 Budget	\$ 46,745	\$ 12,915	\$ 59,661	\$ (8,410)	\$ 51,251				
\$ Change	(467)	5,304	4,836	(2,503)	2,333				
% Change	-1.0%	41.1%	8.1%	29.8%	4.6%				
FTE					45.4	45.4	-	0.0%	

Schedule may not add due to rounding

Halton residents' continued participation in waste diversion programs and services has been instrumental in diverting most waste from landfill, and Halton Region continues to be a leader in waste diversion. The diversion rate is targeted at 60% in 2025, and in combination with the key initiatives identified in the Council approved Solid Waste Management Strategy, will continue to extend the landfill lifespan and defer the significant capital investment required to expand the landfill capacity.

The 2023-2030 Solid Waste Management Strategy provides the framework to develop policy directions that meet the environmental, economic, and social outcomes that established the key initiatives. Once implemented, the key initiatives have the ability to increase the total diversion of waste generated to between 64% and 70% by the year 2030. In addition, the Strategy proposes to reduce greenhouse gas emissions by over 13,000 metric tonnes per year and extend the lifespan of the landfill out to 2050-2054 by decreasing the annual amount of garbage generated per person.

In 2024, Council approved the “Solid Waste Collection Future Levels of Service” (Report No. **PW-14-24** re: “Solid Waste Collection Future Levels of Service”) which is one of the key initiatives in the 2023 – 2026 Corporate Strategic Plan. The recommended changes include a change from a manual to an automated cart collection system, requirements for alternative fuel sources for collection vehicles to reduce greenhouse gas emissions, and removal of eligible blue box properties that fall under the Blue Box Regulation (O. Reg. 391/21). Halton Region will issue Requests for Proposals (RFP) in the fourth quarter of 2024 and will recommend to Council the adoption of any proposed levels of service by the second quarter of 2025.

As reported in Report No. **PW-08-24**, staff continue to plan for the transition of the Blue Box program to full producer responsibility. In order to ensure a smooth transition, between April 1 and December 31, 2025, Halton Region will continue to collect Blue Box materials across the Region on behalf of the producers and prepare for a full transition on January 1, 2026. Staff continue to monitor the regulations of the Resource Recovery and Circular Economy Act, 2016 to ensure that the impacts are taken into consideration when developing programs and services to support the key initiatives of the Solid Waste Management Strategy. Savings of \$4.5 million from the transition to full producer responsibility have been reflected in the 2025 Budget, and utilized to fund a capital transfer to provide funding for the automated wheeled cart collection program. As reported through Report No. **PW-13-24**, the transition of the Blue Box program to full producer responsibility has put additional pressure on the waste management system as it moves from an integrated to a segregated system with Blue Box removed from municipal responsibility, resulting in a 68% increase in contract extension pricing for collection services following the transition period from April 2026 to April 2027. Staff will report to Regional Council in the second quarter of 2025 with the results of the procurement process and the projected financial impact of the new waste collection contracts starting in 2027.

Collection Services include residential pickup of garbage, blue box, organics, bulk waste, metal items and appliances, yard waste and Christmas trees. The 2025 Budget is increasing by \$3.6 million or 12.0% mainly due to increased capital financing expenditures required to fund the automated wheeled cart collection program, inflationary cost increases for waste collection contracts (excluding blue box), and higher corporate support costs to implement the Region’s Digital Strategy. These cost increases are partially offset by savings associated with the transition of the blue box program to producer responsibility. The 2025 Budget includes \$4.5 million in savings related to the transition, of which \$2.3 million is included in Processing/Transfer Services and \$2.2 million is included in Collection Services.

As shown in the following table, total collected waste is projected to be 174,000 metric tonnes in 2025. The collection costs per metric tonne are increasing due to annual consumer price index (CPI) increases and increased capital financing expenditures required to fund the automated wheeled cart collection program. Customer satisfaction and confidence in the Region’s waste collection programs and services remains high and continues to be a priority.

Collection	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Resident Enquiries Received Regarding the Collection of Waste Materials per 1,000 Households	48	47	47	47	47
Metric Tonnes of Solid Waste Collected (000s)	184	170	170	172	174
Average Cost / Metric Tonne of Materials Collected	\$141	\$161	\$162	\$171	\$191

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 2025 Budget is decreasing by \$2.1 million, or 21.0% mainly due to savings associated with the transition of recycling processing costs to producer responsibility. The 2025 Budget includes \$4.5 million in savings related to the transition, of which \$2.3 million is included in Processing/Transfer Services and \$2.2 million is included in Collection Services. These savings are partially offset by inflationary cost increases for waste processing/transfer contracts (excluding blue box) to maintain service levels.

Processing / Transfer	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Green Bin Material Processed (Metric Tonnes)	34,319	32,897	33,136	34,515	32,932
Average Cost to Haul and Process Green Bin Material	\$126	\$131	\$142	\$145	\$149

Residual Management facilitates the operation and maintenance of open and closed landfills within Halton. The 2025 Budget is increasing by \$897,000 or 7.8%, mainly due to increased capital financing expenditures to support the Waste Management State-of-Good-Repair and Landfill Equipment replacement programs and inflationary cost adjustments reflected where applicable to maintain service levels.

As shown in the following table, the Region continues to maintain high waste diversion rates resulting in an extension of the life of the existing landfill. With the implementation of the key initiatives identified in the 2023-2030 Solid Waste Management Strategy, the projected lifespan of the landfill site is expected to last between 2050 and 2054.

As discussed in **PW-16-24** re: “2023 Year End Waste Management Report”, in 2023, the residential diversion rate reached 59 per cent, increasing by two per cent from the previous year. This increase was mainly due to an increase in yard waste collected and composted, as well as incremental positive changes that affected overall collected materials. Halton Region is one of the fastest growing municipalities in Ontario and experienced a population growth of about 10 per cent between 2018 and 2023; however, the amount of residential waste landfilled did not follow that same trend. Instead, residential waste landfilled annually has remained consistent since implementing the Green Cart program and bi-weekly garbage in 2008, with annual fluctuations and a notable increase during the COVID-19 pandemic.

When the Blue Box program transitions from Halton Region to producer responsibility in 2025, the current methodology to measure the waste diversion rate will no longer be valid, as all the Blue Box materials collected from eligible sources (98 per cent of Blue Box material currently collected) will no longer be managed or measured through Halton Region’s programs. Blue Box materials make up 21 per cent of all residential waste managed, and removal of those materials will have a noticeable impact on the diversion calculation. In response to that, work is underway to identify key performance indicators that better represent municipal waste collection and diversion programs.

Residual Management	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Tonnes of Waste (including Residual) Managed and/or Handled at Landfill	99,932	94,824	93,014	94,120	95,483
Halton Waste Management Site Tip Fee	\$170	\$175	\$185	\$194	\$209
Residential Solid Waste Diversion Rate	58.0%	57.0%	59.0%	60.0%	60.0%

Capital Budget & Forecast

The 2025 Waste Management budget provides funding to support the following capital projects.

Waste Management Capital Program (\$ Millions)							
	2025	2026	2027	2028	2029	2030 - 2034	Total
Cell Construction & Gas System	\$ 1.38	\$ 12.20	\$ 0.10	\$ 3.03	\$ 35.53	\$ 9.72	\$ 61.95
Buffer Lands & Other	-	8.03	0.13	0.26	0.45	1.00	9.86
Closed Landfill Studies, SCADA, etc	-	-	-	-	-	-	-
Studies, Technology & Other	2.21	3.28	19.17	18.28	0.36	0.30	43.59
Equipment & Vehicles	0.30	0.26	0.26	3.46	0.42	0.98	5.68
Total	\$ 3.88	\$ 23.77	\$ 19.65	\$ 25.02	\$ 36.76	\$ 12.01	\$ 121.09

Schedule may not add due to rounding.

The \$121.1 million 10-year Waste Management capital program is \$31.7 million higher than the 2024 program, mainly due to additional funding needed for the Automated Wheeled Cart Program Implementation and HWMS Site Optimization Phase 2 projects. A total of \$61.9 million has been identified for the landfill cell constructions and gas system installations over the next 10 years, including a total of \$42.0 million for the HWMS Site Optimization Phase 2 project in 2026 and 2029 and \$16.5 million for Lifecycle Model projects between 2028 and 2034. In addition, \$9.9 million has been included for Buffer Lands and Other, which includes \$7.1 million for transfer facility construction in 2026. The remaining program includes vehicles and heavy equipment (\$5.9 million for bulldozers and compactors etc.) and studies, which include the Automated Wheeled Cart Program Implementation for \$39.5 million. The \$3.9 million 2025 Waste Management capital program is \$11.2 million lower than the 2025 forecast included in the 2024 Budget mainly due to the deferral of the transfer station to 2025.

Funding for the program is initially provided from capital reserves (i.e., Tax Capital, Vehicle and Equipment reserves), which are then replenished through annual operating contributions. The capital financing in the operating budget to support the State-of-Good-Repair program in 2025 is \$12.4 million which includes a \$4.5 million reserve transfer to support the wheeled cart implementation.

Road Operations

Road Operations includes all aspects of the Regional transportation system including the planning, design, construction, operations, maintenance and overall management of road and related infrastructure of assets with a net book value of approximately \$1.1 billion as of December 31, 2023. The Regional road network includes 1,207 lane kilometres of major arterial roads, 311 signalized intersections, 338 bridges and major culverts, and 7,496 streetlights to be maintained in 2024.

The 2025 Budget includes Asset Management, Multi-Modal Transportation Master Plan and Transit Priority Network - Operationalization Study and enhanced safety measures to improve the Region's transportation network. Asset Management activities include monitoring asset conditions as well as developing and implementing infrastructure renewal plans through the Asset Management program.

Budget Impacts

The 2025 Road Operations budget reflects a net increase of \$3.4 million or 5.4% over the 2024 Budget. Key drivers include an increase of \$2.8 million in capital financing expenditures to fund the Roads State-Of-Good-Repair capital program, and an increase of \$495,000 to a total of \$16.3 million for regional and local road maintenance contracts.

Road Operations Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Road Operations	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Road Operations & Maintenance	\$ 15,287	\$ 11,874	\$ 27,161	\$ (401)	\$ 26,760	\$ 26,157	\$ 603	2.3%	
Traffic Signal Operations	3,338	2,124	5,463	(59)	5,404	5,416	(12)	-0.2%	
Traffic Safety	1,803	1	1,804	(134)	1,670	1,675	(5)	-0.3%	
Infrastructure Management	5,708	26,952	32,659	(165)	32,494	29,691	2,803	9.4%	
Total	\$ 26,136	\$ 40,951	\$ 67,087	\$ (759)	\$ 66,329	\$ 62,939	\$ 3,389	5.4%	
2024 Budget	\$ 25,353	\$ 38,285	\$ 63,638	\$ (698)	\$ 62,939				
\$ Change	783	2,667	3,450	(60)	3,389				
% Change	3.1%	7.0%	5.4%	8.6%	5.4%				
FTE					43.0	43.0	-	0.0%	

Schedule may not add due to rounding

Road Operations & Maintenance includes services for winter maintenance, summer maintenance, road resurfacing, pedestrian and bicycle travel, and stormwater management. The 2025 Budget is increasing by \$603,000, or 2.3%, mainly due to increases in regional and local road maintenance contracts, which includes winter maintenance, summer maintenance, and stormwater management activities, and inflationary cost adjustments reflected where applicable to maintain service levels.

A major driver of the increased road maintenance cost is the increase in lane kilometres to support growth in the Region. As per the table below, between 2021 and 2025, the Region's transportation network system has been in a state of accelerated growth with an estimated increase of 80 lane kilometres.

Roads Operations & Maintenance	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Pavement Quality Index of Regional Roads	75.8%	79.5%	78.2%	79.9%	79.0%
Lane KM of Road Resurfaced	11	52	20	74	37
Number of (lane) Kilometers of New Active Transportation Infrastructure on Regional Roads (On Road ATMP)	7	26	12	43	30
Road Lane Kilometres	1,159	1,159	1,171	1,207	1,239
Road Resurfacing Expenditures (\$000s)	\$2,658	\$8,729	\$10,657	\$13,751	\$19,184
Number of Customer Service Enquiries	1,828	1,381	1,349	1,519	1,519
Number of Kilometres of Stormmains Operated and Maintained	264	264	268	281	288

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 road network, Halton is able to maintain this rating while accommodating growth and increased traffic volumes. PQI fluctuation is due to capital works in progress and timing of the projects. The index will improve with the completion of forthcoming growth capital projects. For 2025, the operating contribution to the Road Resurfacing reserve has been maintained at the 2024 level of \$9.3 million to ensure sustainable funding is available for the 10-year Road Resurfacing program. The 10-year Road Resurfacing program totals \$110.9 million with \$19.2 million planned for 2025.

The Region has initiated a region-wide Integrated Master Plan for Water, Wastewater, and Transportation that will identify road network upgrades and expansions required to accommodate approved growth which will require expanded road resurfacing and maintenance programs to maintain the state-of-good-repair.

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

Traffic Signal Operations includes the operation and maintenance of traffic signals. The 2025 budget is decreasing by \$12,000, or 0.2%, mainly due to an increase in projected recoveries from third parties for regional property damage, partially offset by inflationary cost adjustments reflected where applicable to maintain service levels.

Traffic Signal Operations	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Traffic Signals Maintained	300	300	305	311	318

Traffic Safety includes the operation and maintenance of streetlights, red light cameras and traffic sign controls. The 2025 budget is decreasing by \$5,000, or 0.3%, mainly due to less demand for speed display sign maintenance, partially offset by inflationary cost adjustments reflected where applicable to maintain service levels.

Traffic Safety	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Streetlights Maintained	7,044	7,086	7,249	7,496	7,907
Number of Red Light Camera Intersections Operated	20	20	22	23	24

As stated above, the overall road network and the number of lane kilometres and streetlights continues to grow. One of the major costs associated with the Traffic Safety program is the energy costs related to streetlights. As reported in Report No. **PW-29-22** re: “2021 Transportation Progress Report”, the retrofit program to convert the Region’s high pressure sodium (HPS) street lights to LED technology was completed in 2022. In total, approximately 5,900 HPS streetlights were replaced with more energy efficient LED streetlights. Savings related to reduced energy consumption have been realized in previous Road Operations’ budgets to mitigate the street light hydro cost.

As noted in Report No. **PW-18-24** re: “2023 Transportation Progress Report”, staff have made significant progress with the Advanced Traffic Management System with the commissioning of the traffic monitoring centre and establishing remote control and monitoring of signalized intersections within the Town of Oakville. Halton Region is in process of implementing network communication infrastructure improvements to establish remote connectivity with traffic signals in the Town of Halton Hills (Phase 2) and Milton (Phase 3). Approximately 75 per cent Halton Region’s traffic signals will be brought online and controlled/monitored remotely by the end of 2025.

The **Infrastructure Management** budget provides for the engineering planning, assessment and design and policy activities required to maintain the overall condition of the assets as infrastructure ages and expansions are constructed to service growth.

Key activities include the planning studies to support growth and monitoring of asset conditions and developing infrastructure renewal plans through the Asset Management program in order to support the design and construction of new infrastructure and renewal of aging infrastructure. The Asset Management Program

and Lifecycle Models Update, (PW-01-22/FN-11-22/DI-01-22 re: “Asset Management Program and Lifecycle Models Update”) and 2025 Budget Directions (FN-19-24), outline the objective of the annual budget development and goals to invest appropriately in the State-of-Good-Repair program.

Halton’s Asset Management program assesses the condition of assets through various inspections and condition assessments to determine the appropriate level of annual capital investment which has resulted in most road assets being rated as good to very good condition and meeting desired service levels. The Life Cycle Models, updated through the Asset Management Plan, provide a long-term projection of the cost of rehabilitation and replacement interventions throughout the life of the Region’s road network.

Infrastructure Management	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Percent of Roads, Bridges and all road related assets rated Good, Very Good or Excellent	73.0%	73.0%	73.0%	73.0%	73.0%
Percent of Paved Lane KM's Rated Good or Very Good	58.8%	65.8%	70.1%	77.2%	80.2%

The 2025 Infrastructure Management Budget is increasing by \$2.8 million due to increased capital financing expenditures to fund the Roads State-Of-Good-Repair capital program.

Capital Budget & Forecast

The 2023 Allocation Program was approved in February 2024 via Report No. CA-02-24/PW-04-24/FN-05-24. This initiative responds to the current financial climate, municipal housing pledge targets of 92,500 (a more than 70% increase over the originally anticipated residential growth), and the need for accelerated infrastructure development. A financing plan was crafted to ensure that sufficient financial capacity was available.

The 2025 10-year Transportation Capital Program totals \$4.1 billion, aimed at significant road widening, new road construction, and grade separations. While the development-related infrastructure requirements for 2025-2026 were approved in Report No. CA-02-24/PW-04-24/FN-05-24, these expenditures were not part of the 2025 budget but have been estimated for an appropriate representation in the 10-year capital budget to illustrate the program's scope. Additionally, the expenditures for 2032, 2033, and 2034 are based on a 7-year average, as any spending beyond 2031 will require updated transportation master plans reflecting the new planning period. The total 10-year program, including the 2023 Allocation Program and estimated transportation costs for 2032, 2033, and 2034, is \$80.5 million higher than the 2024 program, primarily due to updated costs from project staging and inflationary pressures. Detailed capital project information can be found in the **2025 Capital Report**.

10-Year Transportation Capital Expenditures

Regional Road Program (\$ Millions)			
	2025-2026*	2027-2034**	Total
Regional Road 25	\$ 137.77	\$ 177.96	\$ 315.74
Trafalgar Road	153.17	117.23	270.41
Steeles Avenue	134.18	132.16	266.34
James Snow Parkway	84.06	181.21	265.27
Tremaine Road	-	218.94	218.94
Upper Middle Road	3.14	212.40	215.55
5 1/2 Line	8.52	198.14	206.67
Derry Road	4.77	188.79	193.57
Ninth Line	56.03	74.00	130.03
Road Resurfacing & Related Works	41.48	87.62	129.10
North Service Road	0.81	99.22	100.03
Appleby Line	1.50	95.42	96.92
Brant Street	1.23	79.80	81.03
No. 10 Sideroad	1.16	79.84	81.00
Winston Churchill Boulevard	51.93	25.35	77.28
Guelph Line	2.25	67.35	69.59
Burloak Drive	23.59	44.56	68.15
Traffic Signals & Intersections	20.77	25.81	46.58
Bridges, Culverts & Other	21.14	7.85	28.99
Dundas Street	27.78	-	27.78
Miscellaneous Works (eg. Operational Improvements)	17.64	4.24	21.88
Road Studies (eg. Travel Demand)	5.44	12.44	17.88
William Halton Parkway	17.88	-	17.88
Campbellville Road	-	9.68	9.68
Noise Attenuation Barriers	5.55	1.41	6.95
Active Transportation (Study & Infill Projects)	0.22	0.64	0.87
Vehicles & Equipment	0.18	0.22	0.40
**2033 Development Related Roads Projects (Estimated)	-	384.40	384.40
**2032 Development Related Roads Projects (Estimated)	-	384.40	384.40
**2034 Development Related Roads Projects (Estimated)	-	384.40	384.40
Total	\$ 822.20	\$ 3,295.50	\$ 4,117.69

Schedule may not add due to rounding.

*Includes 100% non-growth, 2020 Allocation Program and 2023 Allocation Program; based on average expenditures for 2025 and 2026.

**For 2032, 2033 & 2034 has been estimated based on 7 year avg. from 2025-2031.

2025 Capital Budget

10-year Transportation Capital Financing

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

2025 Transportation Capital Program (2025-2034) (\$ Millions)						
	Total	Capital Reserve				Recovery
		DC Res Share	Non-Res Share*	Growth Share*	Region Share	
2025 Budget	\$ 449.6	\$ 207.5	\$ 116.7	\$ 7.7	\$ 117.6	\$ -
2026-2034 Forecast	3,668.1	1,741.1	979.4	390.7	557.0	-
Total	\$ 4,117.7	\$ 1,948.6	\$ 1,096.1	\$ 398.4	\$ 674.6	\$ -

Schedule may not add due to rounding

- For 2023 Allocation program: Based on estimated average expenditures for 2025 to 2026

- For 2032 to 2034 has been estimated based on 7 year avg. from 2025 to 2031

* Non-Res & Oversizing (For 2023 Alloc Program) are Interim Financed from Tax Cap Reserve

With a total cost of \$4.1 billion, \$674.6 million (16.4%) is related to Region's State-of-Good-Repair program to continue to enhance the Regional investment in support of expanding asset base, and \$3.4 billion (83.6%) is the growth portion, which will ultimately be financed by development charges (DCs). The 10-year Transportation program has been financed based on the Report No. [CA-02-24/PW-04-24/FN-05-24](#) where:

- **\$1,948.6 million residential development share** will be financed entirely from residential DCs.
- **\$1,096.1 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.
- **\$398.4 million growth share** will initially be funded from the Regional Tax Capital reserve. This represents oversizing for 2023 Allocation Program that is Interim Financed which will be fully recovered from DCs including any carrying costs.
- **\$674.6 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.

The 2025 Budget includes \$52.0 million in operating contributions to support the Roads State-of-Good-Repair capital program, including roads resurfacing. The \$52.0 million includes \$42.0 million in regional funding and \$10.0 million of Gas Tax funding. The \$52.0 million of operating transfers increased by \$4.2 million from the 2024 Budget. This \$4.2 million increase is due to a \$2.8 million increase for the operating transfers and \$1.4 million increase in Canada Community-Building funding (CCBF) to the State-of-Good-Repair capital program through the Asset Management Plan (AMP) update.

Transportation Capital Financing (\$ Millions)			
	2024	2025	Difference
State-of-Good-Repair	\$ 29.9	\$ 32.7	\$ 2.8
Roads Resurfacing	9.3	9.3	-
CCBF - Roads State-of-Good-Repair	7.6	9.0	1.4
CCBF - Roads Resurfacing	1.1	1.1	-
Total	\$ 47.8	\$ 52.0	\$ 4.2

Schedule may not add due to rounding

Development Services

Development Services is responsible for reviewing and commenting on development and planning applications circulated by the local municipalities for matters of Regional interest in accordance with the Memorandum of Understanding for an Integrated Halton Area Planning System, May 2024. Development Services processes, reviews and approves Regional engineering submissions associated with developer contributed infrastructure and has responsibility for permit and development inspections.

These functions are related to the delivery of water and wastewater infrastructure (including implementing the Allocation Program for Greenfield Development), Regional transportation systems, waste collection and responsibilities associated with mandates prescribed by legislation and protection of Regional interests or services that have a land component.

Budget Impacts

The 2025 Budget for Development Services reflects a net increase of \$328,000, or 4.2%, over the 2024 Budget primarily due to inflationary cost adjustments reflected where applicable to maintain service levels. A strategic investment is being proposed for 1.0 FTE Supervisor - Inspections to ensure inspections staff can adequately respond to the increased demand associated with the Region's housing and growth priorities, which is fully recovered from the Water & Wastewater and Road Operations Budgets.

Development Services Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Development Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025-2024		
Development Review and Engineering	\$ 4,766	\$ 4,369	\$ 9,134	\$ (979)	\$ 8,156	\$ 7,828	\$ 328	4.2%	
Permits and Inspections	1,715	(859)	856	(856)	-	-	-	0.0%	
Total	\$ 6,480	\$ 3,510	\$ 9,991	\$ (1,835)	\$ 8,156	\$ 7,828	\$ 328	4.2%	
2024 Budget	\$ 6,049	\$ 3,571	\$ 9,620	\$ (1,792)	\$ 7,828				
\$ Change	432	(61)	371	(43)	328				
% Change	7.1%	-1.7%	3.9%	2.4%	4.2%				
FTE					43.0	42.0	1.0	2.4%	

Schedule may not add due to rounding.

Development Review and Engineering involves professional advice and recommendations related to matters of Regional interest as part of local municipal planning applications, reviewing engineering files associated with developer contributed infrastructure as well as the review of area servicing plans. The 2025 Development Review and Engineering budget is increasing by \$328,000, or 4.2%, primarily due to inflationary cost adjustments reflected where applicable to maintain service levels.

The number of pre-consultations and development applications shown in the table below are affected by economic and market conditions, Provincial planning legislation, the timing of the Regional Allocation Program and other factors that are managed through local municipal development review and approval processes. Development activity is anticipated to be strong over the long-term; with the number of development applications and pre-consultations expected to increase in 2025 as compared to 2024 due to the launch of the Region's new allocation program.

Development Review and Engineering	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Development Applications	854	803	767	750	800
Number of Development Preconsultations with the Local Municipalities	357	289	275	300	330

Permits and Inspections provides for review and processing of development related and municipal permits, and inspections for all Regional permits and development. Direct costs for the 2025 Permits and Inspections budget are increasing by \$432,000, or 7.1%, mainly due to a strategic investment being proposed for 1.0 FTE Supervisor - Inspections to ensure inspections staff can adequately respond to the increased demand associated with the Region's housing and growth priorities, and inflationary cost adjustments reflected where applicable to maintain service levels. Net costs for permits and inspections are fully recovered from the Water & Wastewater and Road Operations Budgets.

New service connections are a good indicator of development activity within the Region. It is anticipated that the number of permits and new service connections will increase in the long-term due to the growth in housing associated with local housing pledges and targets. In 2024 permit activity was impacted by market conditions and higher interest rates however, as rates improve and with development activity and construction projects expected to increase, it is anticipated that the number of permits processed and new connections will increase from 2024.

Permits and Inspections	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Permits Processed	427	432	383	330	380
Number of New Service Connections	1,768	1,295	1,338	1,400	1,450

Halton Region

Budget and Business Plan

TAX OVERVIEW

CORPORATE ADMINISTRATION

Corporate Administration

Corporate Administration includes the CAO's Office, Corporate Services department, Digital & Information Services department, Finance department and Office of the Chair & Regional Council. These areas provide governance and internal support to the departments that deliver services to Halton residents and businesses.

Budget Impacts

The 2025 Corporate Administration operating budget reflects a net increase of \$9.0 million, or 8.7%, over the 2024 Budget. This includes strategic investments for 7.0 FTEs which will ensure service levels are maintained and Council priorities are achieved. Of the 7.0 FTEs, 2.0 FTEs will support Corporate Services, 2.0 FTEs will support Digital & Information Services, and 3.0 FTEs will support Finance. These investments will support the strategic objectives approved by Regional Council and respond to needs within the organization, leverage technology to improve service delivery, and ensure the Region remains legislatively compliant and able to proactively address changes operationally and strategically.

Corporate Administration Summary (\$000s)								
	2025 Budget					2024 Budget	Change	
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024	
Corporate Administration								
CAO's Office	\$ 6,318	\$ 40	\$ 6,358	\$ -	\$ 6,358	\$ 5,963	\$ 395	6.6%
Corporate Services	55,204	6,311	61,515	(4,150)	57,365	54,149	3,216	5.9%
Digital & Information Services	27,588	5,037	32,625	(191)	32,434	28,352	4,081	14.4%
Finance	14,198	42	14,241	(715)	13,526	12,410	1,116	9.0%
Office of the Chair & Regional Council	2,221	17	2,238	-	2,238	2,069	169	8.2%
Program Costs	\$ 105,529	\$ 11,447	\$ 116,976	\$ (5,056)	\$ 111,920	\$ 102,944	\$ 8,976	8.7%
Program Recoveries (Corporate Support)	-	-	-	-	(105,342)	(96,758)	(8,584)	8.9%
Non-Program Recoveries (Governance)	-	-	-	-	(6,578)	(6,186)	(392)	6.3%
Total	\$ 105,529	\$ 11,447	\$ 116,976	\$ (5,056)	\$ -	\$ -	\$ -	-
2024 Budget	\$ 96,888	\$ 10,652	\$ 107,540	\$ (4,596)	\$ -			
\$ Change	8,642	794	9,436	(460)	-			
% Change	8.9%	7.5%	8.8%	10.0%	-			
FTE					471.5	464.5	7.0	1.5%

Schedule may not add due to rounding

Significant drivers of the base budget increase in Corporate Administration include increases of \$2.6 million in IT for software and computing services costs based on operational needs and to support the implementation of the digital strategy, including transitioning to SAP S/4HANA Cloud Subscriptions and Microsoft 365, increased capital financing costs of \$770,000 to support corporate initiatives and program-specific projects, and \$440,000 in insurance premiums and paid claim losses resulting from unfavourable market conditions. These costs are partially offset by increased rental revenues based on agreements and recoveries from the Halton Community Housing Corporation (HCHC) to support the HCHC portfolio.

The costs of these Corporate Administration divisions have been allocated to program budgets to show the full cost of program delivery through Corporate Support charges, except for Governance-related services. The cost of Governance-related services of the CAO's Office, Office of the Chair, Regional Council, and the Office of the Regional Clerk & Council Services is reported separately in Non-Program for tax-supported services. Continued efforts ensure that the support provided by Corporate Administration to the service departments is done efficiently, 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.

Chief Administrative Officer's (CAO) Office

The 2025 CAO's Office budget reflects a net increase of \$395,000, or 6.6%, over the 2024 Budget mainly due to inflationary and compensation cost increases.

CAO's Office Departmental Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
CAO's Office	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Internal Audit	\$ 864	\$ 1	\$ 865	\$ -	\$ 865	\$ 826	\$ 40	4.8%	
Strategic Initiatives & Government Relations	5,454	39	5,492	-	5,492	5,137	355	6.9%	
Program Costs	\$ 6,318	\$ 40	\$ 6,358	\$ -	\$ 6,358	\$ 5,963	\$ 395	6.6%	
Program Recoveries - Rate	-	-	-	-	(1,984)	(1,905)	(79)	4.1%	
Non-Program Recoveries (Governance)	-	-	-	-	(4,374)	(4,058)	(316)	7.8%	
Total	\$ 6,318	\$ 40	\$ 6,358	\$ -	\$ -	\$ -	\$ -	-	
2024 Budget	\$ 5,967	\$ (4)	\$ 5,963	\$ -	\$ -				
\$ Change	351	44	395	-	-				
% Change	5.9%	-1066.5%	6.6%	-	-				
FTE					32.0	32.0	0.0	0.0%	

Schedule may not add due to rounding

The **Internal Audit** division strengthens the Region's organizations' ability to create, protect, and sustain value by providing Council and Management with independent, risk based, and objective assurance about the processes and activities carried out that relate to risk management, internal control, and governance. Recommendations to improve the effectiveness of the processes are communicated as necessary as well as advice, insight, and foresight to address today's complex risk landscape. The 2025 Budget is increasing by \$40,000, or 4.8%, primarily due to inflationary and compensation cost increases.

The **Strategic Initiatives & Government Relations** division is focused on supporting Council's advocacy and government relations agenda and key policy initiatives including developing Indigenous Relationships, the Equity, Diversity, and Inclusion Initiatives, and the Region's Climate Change Response and Sustainability. Additionally, the division leads the development of the Region's Corporate Strategic Plan and undertakes some of the Region's key data initiatives such as the state of housing report, economic indicators, and employment survey. The 2025 Budget is increasing by \$355,000, or 6.9%, primarily due to inflationary cost increases, and a provision for position reclassifications to better align with organizational needs.

Corporate Services

The Corporate Services department provides key corporate services required to deliver Regional Council and organizational priorities. With a foundational commitment to customer service excellence, a team of six divisions work together to provide key corporate services to the Region that enable the effective delivery of essential programs to Halton residents and businesses. Corporate Services includes the following Divisions: Capital Construction & Realty, Communications & Customer Service, Energy, Fleet & Facilities, Human Resource Services, Legal Services, Supply Chain Management as well as the Corporate Policy, Departmental Administration & Heritage Services Section.

As shown in the following table, the Corporate Services 2025 Budget reflects a net increase of \$3.2 million, or 5.9%, over the 2024 Budget. Direct Costs are increasing by \$3.4 million, or 6.5%, primarily due to increased costs for corporate facilities and insurance premiums, and inflationary cost increases applied where necessary to maintain service levels. Capital Financing & Other Costs are increasing by \$383,000, or 6.5%, mainly due to increased capital financing costs related to corporate facility projects. Funding & Other Revenue is increasing by \$535,000, or 14.8%, primarily due to increased rental revenues based on agreements and recoveries from the Halton Community Housing Corporation (HCHC) to support the HCHC portfolio. Additionally, strategic investments are proposed for 2.0 FTEs for the Capital Construction & Realty and Energy, Fleet & Facilities divisions which are fully recovered from capital projects and HCHC, respectively.

Corporate Services Departmental Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Corporate Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Capital Construction & Realty	\$ 5,423	\$ 12	\$ 5,434	\$ -	\$ 5,434	\$ 4,858	\$ 576	11.9%	
Communications & Customer Service	6,953	23	6,975	(20)	6,956	6,595	360	5.5%	
Energy, Fleet & Facilities	18,396	7,308	25,704	(3,834)	21,871	21,034	836	4.0%	
Human Resource Services	8,044	(1,156)	6,889	-	6,889	6,489	400	6.2%	
Legal Services	12,287	67	12,354	(255)	12,100	11,310	790	7.0%	
Supply Chain Management	4,100	58	4,158	(42)	4,116	3,862	254	6.6%	
Program Costs	\$ 55,204	\$ 6,311	\$ 61,515	\$ (4,150)	\$ 57,365	\$ 54,149	\$ 3,216	5.9%	
Program and Capital Recoveries (Corporate Support)	-	-	-	-	(56,677)	(53,473)	(3,204)	6.0%	
Non-Program Recoveries (Governance)	-	-	-	-	(688)	(676)	(12)	1.8%	
Total	\$ 55,204	\$ 6,311	\$ 61,515	\$ (4,150)	\$ -	\$ -	\$ -	-	
2024 Budget	\$ 51,836	\$ 5,928	\$ 57,765	\$ (3,615)	\$ -				
\$ Change	3,367	383	3,751	(535)	-				
% Change	6.5%	6.5%	6.5%	14.8%	-				
FTE					251.5	249.5	2.0	0.8%	

Schedule may not add due to rounding

Strategic investments for 2.0 FTEs are proposed in the 2025 Budget for the Corporate Services department.

The following strategic investments for 2.0 FTE are discussed further in the Capital Construction & Realty and Energy Fleet & Facilities sections below.

- 1.0 FTE, a Project Manager II (\$148,000), fully recovered from capital projects with no net tax impact.
- 1.0 FTE, a Supervisor, HCHC Facility Services (\$163,000), fully recovered from the HCHC budget with no net tax impact.

The **Capital Construction & Realty** division provides capital planning and building science investigations, regulatory compliance (fire safety, accessibility, etc.) and capital project delivery services to the Region. The division has primary responsibility for the planning, design, development and construction of Halton and HCHC owned facilities and state of good repair/upgrade projects. This includes Halton Regional Police Service and Paramedic facilities, waterfront parks, assisted and supportive housing, heritage services, health, childcare and corporate office facilities. The Realty Services section is responsible for the acquisition of real estate interests required to meet the Regional Corporation's needs including fee simple purchases, leases, easements, licenses, and property administration, as well as the disposition of lands and/or interests in real estate that are surplus to the Regional Corporation's requirements.

The 2025 Budget is increasing by \$576,000, or 11.9%, primarily due to a strategic investment proposed for 1.0 FTE Project Manager II, and inflationary cost increases applied where necessary to maintain service levels.

The following strategic investment for 1.0 FTE is proposed to support the division:

- Due to an increase in program demand pressures and service level requirements, 1.0 FTE **Project Manager II** (\$148,000, fully recovered from capital projects with no net tax impact) is required to maintain the Region's corporate facilities and HCHC facilities in a state of good repair and meet the corporation's target of net-zero greenhouse gas emissions by 2045.

The \$11.1 million 2025 Capital Construction & Realty capital program is \$0.1 million higher than the 2025 forecast included in the 2024 Budget primarily due to increased expenditures planned for Halton Region Centre (\$1.5 million) offset by the acceleration of funding for Paramedic Services Headquarters through Report No. **CS-34-24/MO-19-24**.

The \$342.9 million 10-year Capital Construction & Realty capital program is \$178.3 million higher than the 2024 program; this is primarily driven by projected increased expenditures for the Paramedic Services Headquarters Expansion due to additional planned construction of new Paramedic Services North Hub and four community stations, capital projects in the Long-Term Care homes identified through updated building condition assessments and increases in the construction costs.

Capital Construction & Realty Capital Program (\$ Millions)							
	2025	2026	2027	2028	2029	2030 - 2034	Total
Halton Regional Centre - Rehab & Replacement	\$ 2.46	\$ 0.90	\$ 0.17	\$ 0.13	\$ 0.94	\$ 1.86	\$ 6.46
Long Term Care Centres - Rehab & Replacement	4.33	5.02	4.80	5.60	4.24	25.88	49.88
Paramedic Stations - Rehab & Replacement	0.88	0.47	0.17	0.36	0.46	3.20	5.54
Facility Rehab & Replacement - Other	3.37	2.86	3.77	3.23	3.95	16.65	33.83
Paramedic Services Facilities	-	116.86	7.99	108.89	4.09	7.81	245.63
Energy Program	-	0.10	0.10	0.10	0.10	0.50	0.90
Vehicles & Equipment	0.01	0.12	0.10	0.03	0.03	0.41	0.69
Total	\$ 11.06	\$ 126.33	\$ 17.10	\$ 118.33	\$ 13.81	\$ 56.31	\$ 342.92

Schedule may not add due to rounding.

The following are highlights of the 10-year program:

- \$245.6 million is required for the new Paramedic Services facilities (headquarters, north hub, and four community stations) as identified in the Paramedic Services Master Plan (**MO-14-24**) to support population growth and increased demand for paramedic services.
- \$95.7 million has been identified to facilitate ongoing building rehabilitation and replacement for all Regional facilities over the next 10 years.
- \$0.9 million is required for the 10-year Energy Management program to address energy reduction opportunities identified by energy audits performed on corporate facilities.

The Capital Construction & Realty 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 Capital Construction & Realty program. As a result, a total capital financing of \$6.2 million is included in the 2025 Budget.

The following table provides the key performance measures for Capital Construction & Realty.

Capital Construction & Realty	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Property Acquisitions (Lease or Buy)	174	168	128	207	210
Number of Major Projects in Design or Construction	N/A	N/A	5	6	7

The number of property acquisitions is expected to increase and is subject to capital project funding availability. The number of major projects in design or construction is projected to be six in 2024, and includes the HRC Rehabilitation, 1 District (Halton Regional Police Service Facility), 1258 Rebecca Street (14 units, seniors' assisted-living), 265 Kerr Street (52 units, seniors' assisted-living with a Community Wellness Hub), Burloak Regional Waterfront Park Improvements – Phase 3 including a splash pad and washroom facility, and 363 Margaret (13 units, assisted-living).

The 2025 projection includes continuation of the District 1 (Halton Regional Police Service Facility), 1258 Rebecca Street, 265 Kerr Street, and the Burloak Regional Waterfront Park along with the Paramedic Station Headquarters, 363 Margaret and Burlington Beach Regional Waterfront Park Update – Phased Approach.

The **Communications & Customer Service** division promotes Halton’s brand through the delivery of timely and accessible information to residents and businesses. The team creates impactful marketing and communications campaigns to engage with the community, promote the Region’s services and support the priorities of Regional Council. The team oversees media relations, manages all corporate channels, including halton.ca, email marketing, community advertising, and social media platforms, and provides internal, print, mail and corporate communications services to the organization. The division also includes the Access Halton team who are the first point of contact for community inquiries, providing high quality customer service and engagement excellence through phone, email, digital and in-person channels. Access Halton continues to receive the highest customer satisfaction ratings in the industry. The division also works collaboratively across the organization providing regular issues monitoring, strategic advice and urgent supports in response to critical matters and emergencies.

The 2025 Budget is increasing by \$360,000, or 5.5%, primarily due to inflationary cost increases.

The following table provides the key performance measures for the Communications & Customer Service division.

Communications & Customer Service	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
% of Customers who are Overall Satisfied with their Call Centre Experience	90%	90%	91%	90%	90%
Number of Visits to Halton Region's Website (halton.ca) (000s)	12,001	3,767	2,857	2,894	2,951

The number of visits to the Halton Website between 2022 and 2023 has decreased and is expected to return to historic levels after the unprecedented high traffic during 2021 due to the COVID-19 pandemic.

The **Energy, Fleet & Facilities** division provides high-quality and cost-effective facility and fleet services. The division oversees corporate energy consumption, reports on corporate emissions, manages fleet and ancillary equipment, provides operational support, and completes maintenance and repair work on regional facilities and HCHC housing stock. Energy, Fleet & Facilities provides customer service excellence by responding to service requests in a timely manner, delivering a comprehensive preventative maintenance program, conforming to codes and regulations, and adopting accepted industry standards and best practices. The 2025 Budget is increasing by \$836,000, or 4.0%, primarily due to increased capital financing costs related to corporate facility projects, as well as inflationary cost increases which are partially offset by increased rental revenues based on agreements and recoveries to support the HCHC portfolio. A strategic investment is also proposed for 1.0 FTE to support the division:

- 1.0 FTE **Supervisor, HCHC Facility Services** (\$163,000, fully recovered from the HCHC budget with no net tax impact) is required to provide customer service and support for the overall management of HCHC maintenance. This role will support the HCHC Facilities Services Manager and will provide increased management oversight into HCHC maintenance activities and will reduce the risks of work order backlogs and will assist in addressing tenant concerns in a more timely and efficient manner.

The following table provides the key performance measures for the Energy, Fleet & Facilities division.

Energy, Fleet & Facilities	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Total Service Area - Corporate Facilities and Social Housing Sq. Ft. (000s)	3,307	3,307	3,210	3,210	3,210
Total Corporate kWh Energy Consumption Normalized (per Sq. Ft.)	29.3	27.7	27.3	27.0	26.8

The decrease in square feet in 2023 is attributed to the completion of the Halton Regional Centre (HRC) Modernization and Expansion Project and the consolidation of corporate sites to HRC. Through report no. **CA-16-23** re: “Corporate Climate Action Plan and Greenhouse Gas (GHG) Emissions Reduction Target”, Halton Region has committed to take action to achieve a corporate target of net-zero greenhouse gas emissions by 2045. As a result, targets for 2024 and 2025 reflect a 1% reduction in energy consumption (electricity and natural gas) per square foot as Halton works towards achieving net-zero emissions.

The **Human Resource Services** division provides support to the Region and its programs in the attraction, engagement and retention of Regional staff. With an approximate average of 3,242 employees (excluding Police Services), the 2025 Budget includes 2,519.9 Full-time Equivalents (FTEs) and 214,249.9 relief hours. Human Resource Services provides support through developing, implementing and maintaining a fiscally responsible and market-competitive total compensation program. The division also provides labour relation expertise and ensures the Region maintains a legislatively compliant healthy and safe workplace with a focus on employee physical and mental wellness. Human Resource Services ensures the Region has the required employees with the correct skill sets in place to enable it to serve residents. Since 2023, the Region has fully deployed a hybrid model of work, enhancing the Region's ability to attract and retain highly skilled employees and remain one of the GTA's top employers.

The 2025 Budget is increasing by \$400,000, or 6.2%, primarily due to inflationary costs increases and position reclassifications to better align with organizational needs.

The following table provides the key performance measure for Human Resource Services.

Human Resource Services	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
% of Voluntary Turnover of Permanent Positions per year	7.8%	6.9%	6.5%	6.5%	6.5%

The **Legal Services** division is comprised of Legal, Emergency Management, Risk Management & Insurance services, and the Office of the Regional Clerk & Council Services. Legal Services provides advice, counsel and legal representation to the Region and the Halton Community Housing Corporation. Legal Services also provides services related to records, data & information, including freedom of information, privacy and records management. The Emergency Management program monitors for community emergencies and coordinates incident response across the organization and with local area partners, creates and publishes emergency preparedness public education materials for Halton residents, develops the Region's emergency response plans, and hosts exercises to ensure that Regional staff are ready to respond to community emergencies when they arise. In addition, the Emergency Management program's business continuity planning program works with corporate departments to ensure Regional services are maintained during emergency events and disruptions. Risk Management & Insurance administers the Region's insurance program, minimizes the Region's liability loss exposure, and manages property and liability claims. The Office of the Regional Clerk & Council Services provides support to Regional Council, its Committees, and the Halton Police Board.

The 2025 Budget is increasing by \$790,000, or 7.0%, driven by an increase of \$440,000 in insurance premiums and paid claim losses, \$100,000 related to professional services for external legal support, as well as increases in compensation and other inflationary cost increases. As a result of unfavourable market conditions, insurance premiums have increased annually by an average of 19.7% over the last 5 years, and securing insurance coverage has become increasingly challenging. In addition, the Risk Management & Insurance area has continued to experience a substantial increase in its portfolio, driven by the increase in volume and complexity of claims, incidents, recoveries, subrogated claims, and the organization's need for general risk management support and advice.

The following table provides the key performance measures for Legal Services.

Legal Services	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Property Damage or Personal Injury Claims Received	142	412	291	340	350
Number of Outstanding Property Damage or Personal Injury Claims	51	94	72	90	110
Number of Formal Freedom of Information (MFIPPA) Requests	57	52	64	55	55
Annual Emergency Exercises Completed	Yes	Yes	Yes	Yes	Yes

The number of claims received and outstanding claims have experienced peaks and troughs, but overall have remained relatively high due to population growth, construction and road widening projects, aging infrastructure, and an increased number of HCHC tenants. These claims are expected to increase in 2024 and 2025 based on prior year actual trends and future projections. Over time, the number of MFIPPA requests has remained relatively constant, with 2024 projected to decrease and remain steady in 2025 based on prior year actual trends. In response to the COVID-19 pandemic, the Ministry of the Solicitor General exempted all Ontario municipalities from the 2020 annual emergency exercise requirement of the *Emergency Management and Civil Protection Act (EMCPA)*. Since 2021, exercises have resumed as required by EMCPA, and must be completed annually unless permission is granted from Emergency Management Ontario.

The **Supply Chain Management** division is responsible for overseeing the procurement of goods, services and construction resources required by the Region in the delivery of the services mandated and approved through the annual Budget and Business Plan in an open, fair and transparent method. The division maintains and upholds the Council approved Purchasing By-law by establishing and implementing policies, procedures and guidelines that result in delivering the by-law's objectives in an impartial, efficient and effective manner. The division also supports various essential Regional services through inventory management by maintaining and providing required materials, supplies and equipment to departments.

The 2025 Budget is increasing by \$254,000, or 6.6%, primarily due to inflationary cost increases.

The following table provides the key performance measure for the Supply Chain Management division; the number of public procurements is projected to increase in 2025.

Supply Chain Management	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Public Procurements per Year	226	225	229	240	252

Digital & Information Services

The Digital & Information Services department's primary focus is delivering the Region's Digital Strategy and maintaining sustainable operating models for the Region's core platforms, strategic and legacy applications. The Region's objective of becoming a "digital first", data-driven organization is enabled through enhancing the Region's resident-facing and internal technology services. The department guides the Region's transition to a self-serve, digitally-powered service model that leverages data to support continuous improvement. Operating Technology initiatives such as automatic meter reading (AMI), advanced traffic management (ATMS) and the continued investment in the Region's automation technology (SCADA) require integration with traditional Information Technology and increased cybersecurity focus. Additional priorities include providing ongoing services to program areas, business process enhancements, the introduction of smart technologies, and other key initiatives.

The 2025 Digital & Information Services department budget reflects a net increase of \$4.1 million, or 14.4%, over the 2024 Budget, primarily due to an increase of \$2.6 million in software costs to support the Digital Strategy. A key strategic objective approved by Regional Council includes the delivery of high-quality digital services to residents and businesses. The strategy provides the framework to enhance digital services by transforming business processes and services to ensure complete, high-quality online service delivery. The 2025 Budget also includes strategic investments proposed for 2.0 FTEs in the Digital Workplace & Technology division, increased capital financing costs to support corporate initiatives and program-specific projects, as well as inflationary cost increases.

Digital & Information Services Departmental Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Digital & Information Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Business Solutions & Transformation	\$ 7,538	\$ 3	\$ 7,541	\$ (110)	\$ 7,432	\$ 6,650	\$ 781	11.7%	
Digital Services & Data Management	6,179	8	6,187	(81)	6,106	5,371	735	13.7%	
Digital Workplace & Technology	13,871	5,025	18,896	-	18,896	16,331	2,566	15.7%	
Program Costs	\$ 27,588	\$ 5,037	\$ 32,625	\$ (191)	\$ 32,434	\$ 28,352	\$ 4,081	14.4%	
Program Recoveries					(32,434)	(28,352)	(4,081)	14.4%	
Total	\$ 27,588	\$ 5,037	\$ 32,625	\$ (191)	\$ -	\$ -	\$ -	-	-
2024 Budget	\$ 23,923	\$ 4,695	\$ 28,618	\$ (266)	\$ -				
\$ Change	3,665	342	4,006	75	-				
% Change	15.3%	7.3%	14.0%	-28%	-				
FTE					93.0	91.0	2.0	2.2%	

Schedule may not add due to rounding

Strategic investments for 2.0 FTEs are proposed in the 2025 Budget and are discussed further in the Digital Workplace & Technology section below.

- 1.0 FTE M365 Product Manager (\$162,000),
- 1.0 FTE Network Analyst SCADA (\$133,000), fully recovered from the rate-supported budget.

The **Business Solutions & Transformation** division acts as a strategic partner in transformative service initiatives with a focus on coordinating, planning, and delivering Halton Region's SAP Transformation initiatives, designing and executing an application modernization and consolidation program to reduce the Region's technology footprint and leveraging the Region's core enterprise systems to create efficiencies. The services provided by the division include implementing product management for the Region's core applications to be more efficient and effective; improving value of technology investments by applying sound architecture practices and deriving value from current assets; supporting organizational readiness as it relates to the technology landscape and evolution; and planning, integrating and delivering systems and digital platforms effectively.

The 2025 Budget is increasing by \$781,000, or 11.7%, primarily due to an increased cost of \$455,000 for enhancements to support the Region's Enterprise Resource Planning (ERP) system, SAP, cloud-based subscription services and licensing, as well as \$65,000 for the Climate Dashboard tool to enable the Climate Action Response Team (CART) initiative. This investment is key to supporting the implementation of the Region's Digital Strategy.

The **Digital Services & Data Management** division is responsible for delivering the Digital Services and Information Management priorities identified in Halton's Digital Strategy (2021-2025). The digital services work includes setting standards for online service delivery, establishing a Digital First technology architecture, including a customer relationship management (CRM) system that can support the Region's digital service aspirations, and delivering a range of new digital services. The division supports planning, integrating and delivering systems and digital platforms effectively, and managing the data analytics and decision support program to use as strategic assets to enhance customer service and inform policy, strategic and operational decision making. Services also include enhancing information and document management capabilities to support information access, storage and retrieval.

The 2025 Budget is increasing by \$735,000, or 13.7%, primarily due to increased software costs of \$557,000 for Salesforce and other subscriptions and licenses to support the implementation of the Region's Digital Strategy.

The **Digital Workplace & Technology** division is responsible for provisioning, managing and maintaining the Region's core digital information and technology infrastructure, assets and services. The team maintains and supports more than 370 software applications and 10,000 hardware assets in a state-of-good-repair and provides secure, reliable access to these assets and services. This division is responsible for delivering new modern digital services to support both the front-office and back-office platforms including both the Internet of Things (IoT) and cloud services. These platforms are supported by a robust and modern Cybersecurity program.

The 2025 Budget is increasing by \$2.6 million, or 15.7%, primarily due to an increase of \$1.5 million in software costs including \$533,000 for M365 licenses and \$425,000 for the cybersecurity program in support of the Digital Strategy, increased capital financing costs for the state-of-good-repair program, as well as inflationary costs applied where necessary to maintain service levels. Additionally, strategic investments are proposed for 2.0 FTEs to support the division:

- 1.0 FTE **M365 Product Manager** (\$162,000) is required to ensure maximum utilization of the M365 platform and sustainability of the product. This position will drive the vision, strategy and roadmap for the Microsoft 365 platform in consultation with the program areas and Microsoft and in alignment with the Digital Strategy. It will ensure continued adoption of enterprise tools throughout the Region while ensuring product sustainability, and will develop and prioritize functional requirements for new or revised features or enhancements within M365 while focusing on cost optimization. It will engage with stakeholders to provide updates about product changes, continuous improvements to ensure minimal impact to business operations.
- 1.0 FTE **Network Analyst SCADA** (\$133,000) is required to monitor and analyze network performance across the Region's LAN, WAN and wireless infrastructure. The role will also recommend enhancements to meet new or changing network demands and support Halton's expanding physical, virtual and cloud data network services. The role is critical in implementing and supporting the SCADA Master Plan in conjunction with Public Works and will be fully recovered from the Rate-supported budget.

The \$88.6 million 10-year Digital & Information Services capital program is \$14.6 million lower than the 2025 program, primarily due to budget rationalization in Service & Process Transformation and GIS, Data and Information Management capital programs. This development was expected due to market trends to cloud subscription services driving a shift from capital investments to operating cost.

Digital & Information Services Capital Program (\$ Millions)							
	2025	2026	2027	2028	2029	2030 - 2034	Total
Digital Services	\$ 1.50	\$ 1.15	\$ 0.65	\$ 0.60	\$ 0.55	\$ 3.30	\$ 7.75
Digital Workplace & Modern Technology	4.31	3.67	3.57	4.85	4.44	18.64	39.48
GIS, Data and Information Management	0.75	0.66	0.44	0.49	0.47	2.36	5.18
Service & Process Transformation	3.55	5.05	4.51	2.64	2.35	9.75	27.85
Program Specific	0.46	0.32	0.17	0.87	0.55	1.07	3.44
Rate Program Specific	0.47	0.78	0.62	0.35	0.42	2.27	4.90
Total	\$ 11.04	\$ 11.64	\$ 9.96	\$ 9.79	\$ 8.77	\$ 37.39	\$ 88.60

Schedule may not add due to rounding.

The 2025 Digital & Information Services capital budget has decreased by \$5.4 million over the 2025 forecast from the 2024 budget primarily due to the decreases in the Service & Process Transformation capital program. The capital program is initially funded from the Technology Replacement reserve which is replenished by operating transfers that the department recovers from program areas. A total of \$4.8 million in capital financing (i.e. transfers to reserves) is budgeted in 2025. This represents a \$270,000 increase, or 5.9%, from the 2024 Budget to support corporate initiatives (new and replacement hardware, software, and infrastructure) and program-specific projects for Paramedic Services, Housing Services, and Long-Term Care. The 10-year financing plan ensures that the Technology Replacement reserve is maintained at levels to ensure financial sustainability and is projected to increase each year over the forecast period. The operating contributions to reserves will continually be reviewed as part of the asset management plan.

The following table provides the key performance measures for the Digital & Information Services department.

Digital & Information Services	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of IT Devices Supported	4,263	5,022	4,211	4,350	4,500
Number of Digital Transactions	3,024,602	3,006,476	1,891,818	1,503,400	1,600,000
Number of Services that can be Accessed Online	83	85	87	109	129

The increase in the number of IT devices supported is due to the implementation of the Mobile Access Strategy, HRC Modernization, and Digital Access Strategy as the Region steadily grows. The number of devices supported decreased in 2023 as less equipment was required for Health Clinic staff due to changes related to the COVID-19 pandemic and is projected to slightly increase in 2024 and 2025. The number of digital transactions decreased in 2023 due to the discontinuation of the COVID-19 vaccine appointment booking and is expected to return to historic levels. The number of services that can be accessed online is projected to increase in 2024 due to streamlining of processes and the introduction of new digital services. In response to the COVID-19 pandemic, in 2020, Regional staff enhanced online access to Regional services. These initiatives are continuing throughout 2024 and are expected to further expand in 2025.

Finance

The 2025 Finance department budget reflects a net increase of \$1.1 million, or 9.0%, over the 2024 Budget, primarily due to strategic investments proposed for 3.0 FTEs, as well as inflationary cost increases applied where necessary to maintain service levels.

Finance Departmental Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Finance	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Budgets & Tax Policy	\$ 3,687	\$ 3	\$ 3,690	\$ -	\$ 3,690	\$ 3,546	\$ 144	4.1%	
Capital & Development Financing	3,477	32	3,510	(592)	2,918	2,605	312	12.0%	
Financial Services & Payroll	7,034	7	7,041	(123)	6,917	6,259	659	10.5%	
Program Costs	\$ 14,198	\$ 42	\$ 14,241	\$ (715)	\$ 13,526	\$ 12,410	\$ 1,116	9.0%	
Program and Capital Recoveries	-	-	-	-	(13,526)	(12,410)	(1,116)	9.0%	
Total	\$ 14,198	\$ 42	\$ 14,241	\$ (715)	\$ -	\$ -	\$ -	-	
2024 Budget	\$ 13,102	\$ 23	\$ 13,125	\$ (715)	\$ -				
\$ Change	1,096	20	1,116	-	-				
% Change	8.4%	86.7%	8.5%	-	-				
FTE					94.0	91.0	3.0	3.3%	

Schedule may not add due to rounding

Strategic investments for 3.0 FTEs are proposed in the 2025 Budget for the Finance department.

The following strategic investments for 3.0 FTEs are discussed further in the Capital & Development Financing and Financial Services & Payroll sections.

- 1.0 FTE, an Advisor, Capital & Development Financing (\$157,000), fully recovered from capital projects with no net tax impact,
- 2.0 FTEs, a Senior Financial Payroll Analyst (\$141,000), and a Financial Payroll & Pension Analyst (\$129,000).

The **Budgets & Tax Policy** division prepares and monitors the operating component of the annual Budget and Business Plan, develops and maintains financial policies and plans to ensure the Region's Business Plan is financially sustainable in conjunction with the Capital & Development Financing division, and prepares and implements Tax Policy in consultation with Halton Region's Local Municipalities. The division works with operating departments to develop business cases for new initiatives and monitors the annual budget performance through variance and ministry reporting. The 2025 Budget is increasing by \$144,000, or 4.1%, primarily due to inflationary cost increases applied where necessary to maintain service levels.

The **Capital & Development Financing** division prepares and monitors the capital component of the annual Budget and Business Plan, develops and maintains financial policies and plans to ensure the Region's Business Plan is financially sustainable in conjunction with the Budgets & Tax Policy division, works with operating departments to develop sustainable financial strategies to fund key capital projects in alignment with the Strategic Business Plan approved by Council, updates the Development Charge (DC) by-laws, coordinates and compiles financial information to support the annual credit rating review process, and prepares and implements development financing plans to ensure that the cost of growth-related infrastructure does not impact residents to the extent possible under the *Development Charges*

Act. The division also provides investment services for the Region's \$3.09 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 2025 Budget is increasing by \$312,000, or 12.0%, primarily due to a strategic investment proposed for an Advisor, Capital & Development Financing to support the division, as well as inflationary cost increases applied where necessary to maintain service levels.

- 1.0 FTE **Advisor, Capital & Development Financing** (\$157,000) is required to provide expertise and guidance to Finance leadership, policy support and project management to meet strategic, divisional, operational and legislative priorities. This position is fully recovered from capital projects with no net tax impact.

The **Financial Services & Payroll** division maintains the Region's financial records in compliance with legislation and in accordance with Canadian Public Sector Accounting Standards for the preparation of the annual consolidated financial statements and is responsible for preparing the Halton Community Housing Corporation's (HCHC) budget and financial statements. In addition, the division prepares ministry reports such as the Financial Information Return and Annual Financial Report. The division manages the water and wastewater billing service contract with the four Local Distribution Companies (LDCs) and also provides payroll services to approximately 3,400 full-time equivalents, including Police Services (2023 FIR), in compliance with legislation, collective agreements, and Regional benefit programs.

The 2025 Budget is increasing by \$659,000, or 10.5%, primarily due to strategic investments proposed for 2.0 FTEs to support the division, as well as inflationary cost increases applied where necessary to maintain service levels.

- 1.0 FTE **Senior Financial Payroll Analyst** (\$141,000) is required to provide operational support and analysis in ensuring the accuracy and completeness of payroll. This role will involve the development of procedures, training materials, and internal controls for payroll in compliance with union agreements, OMERS regulations, and CRA tax legislation. This position will support Payroll Operations and Payroll Accounting with complex data analysis and will stay abreast of new legislation, assess changes impacting payroll processing, and conduct thorough research and analysis to implement necessary changes to underlying payroll business processes.
- 1.0 FTE **Financial Payroll & Pension Analyst** (\$129,000) is required to provide support in completing OMERS pension-related tasks, payroll reporting for compliance with the *Pension Benefits Act*, OMERS regulations and CRA tax legislation, as well as payroll analytics and research. This role will provide subject matter expertise on the OMERS pension plan by monitoring, researching, solutions, testing and validating for compliance, with any new OMERS pension plan changes and supporting strong internal controls for payroll processing.

The following table provides the key performance measures for the Finance department.

Finance	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Region's Credit Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
GFOA Canadian Award for Financial Reporting	Yes	Yes	Yes	Yes	Yes
Gross % Realized Return on the Total Internally Managed Investment Portfolio	2.6%	2.4%	2.9%	3.0%	3.1%

The Region's AAA/Aaa credit rating has been maintained in 2024, which is a testament to the financial position, policies and practices of the Region and Local Municipalities. Halton continues to receive the Government Financial Officers Association (GFOA) Award for the annual budget and financial reporting which is awarded for the development of fiscally responsible budgets and presenting information in a transparent and easy to understand format. The Realized Rate of Return on the Total Internally Managed Investment Portfolio is expected to be 3.1% for 2025.

Office of the Chair & Regional Council

The 2025 Office of the Chair & Regional Council budget reflects an increase of \$169,000, or 8.2%, over the 2024 Budget, primarily due to increases in conferences and membership fees, and inflationary cost increases.

Office of the Chair & Regional Council Departmental Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Office of the Chair & Regional Council	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Office of the Chair	\$ 307	\$ 12	\$ 319	\$ -	\$ 319	\$ 308	\$ 10	3.4%	
Regional Council	1,914	5	1,919	-	1,919	1,760	158	9.0%	
Program Costs	\$ 2,221	\$ 17	\$ 2,238	\$ -	\$ 2,238	\$ 2,069	\$ 169	8.2%	
Program Recoveries (Corporate Support)	-	-	-	-	(722)	(618)	(104)	16.9%	
Non-Program Recoveries (Governance)	-	-	-	-	(1,516)	(1,451)	(64)	4.4%	
Total	\$ 2,221	\$ 17	\$ 2,238	\$ -	\$ -	\$ -	\$ -	-	-
2024 Budget	\$ 2,058	\$ 11	\$ 2,069	\$ -	\$ -				
\$ Change	163	6	169	-	-				
% Change	7.9%	57.1%	8.2%	-	-				
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 Regional Corporation. The 2025 Budget is increasing by \$10,000, or 3.4%, due to inflationary cost increases.

Regional Council is comprised of 24 members, including the Regional Chair, who have been elected to represent the residents of Halton for a 4-year term from 2022 to 2026. The 2025 Budget is increasing by \$158,000, or 9.0%, primarily related to conference costs for all Council members to attend two five-day conferences in 2025 and increases in Halton's membership fees for the Association of Municipalities of Ontario and the Federation of Canadian Municipalities, as well as inflationary cost increases.

Halton Region

Budget and Business Plan

TAX OVERVIEW

SMALL BUSINESS CENTRE & HERITAGE SERVICES

Small Business Centre & Heritage Services

Small Business Centre & Heritage Services facilitates small business growth, thereby contributing to job creation in Halton. Services to support Halton entrepreneurs, small business owners and agricultural businesses to start up, grow their businesses and expand into global markets are provided through the Small Business Enterprise Centre. The program area also supports local heritage organizations and raises awareness of Halton's heritage through the Heritage Services Five-year Operational Plan.

Budget Impacts

The Small Business Centre & Heritage Services 2025 Budget reflects a net decrease of \$1.1 million, or 30.8%, over the 2024 Budget primarily due to the cessation of the Economic Development Services delivered by Halton Region as of January 1, 2025. Services provided by the Halton Small Business Centre will continue to be offered by the Region. Increases in Heritage Services are primarily due to inflationary cost increases applied where necessary to maintain service levels.

Small Business Centre & Heritage Services Divisional Summary (\$000s)							
	2025 Budget					2024 Budget	Change
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024
Small Business Centre & Heritage Services							
Facilitate Small Business Growth	\$ 882	\$ 882	\$ 1,765	\$ (215)	\$ 1,550	\$ 2,704	\$ (1,154) -42.7%
Heritage Services	682	335	1,017	-	1,017	1,009	9 0.9%
Total	\$ 1,565	\$ 1,217	\$ 2,782	\$ (215)	\$ 2,568	\$ 3,713	\$ (1,145) -30.8%
2024 Budget	\$ 2,679	\$ 1,250	\$ 3,929	\$ (216)	\$ 3,713		
\$ Change	(1,114)	(32)	(1,147)	1	(1,145)		
% Change	-41.6%	-2.6%	-29.2%	-0.6%	-30.8%		
FTE					9.0	15.0	-6.0 -40.0%

Schedule may not add due to rounding

As reported through Report No. **CA-22-24**, Council was provided with an update on the economic development services offered at the Region. The Region has provided a range of economic development programs and services that support economic activity and growth in Halton, and each of the Local Municipalities provides similar economic development services. Based on a review of economic development programs and services undertaken with the Local Municipalities, it was determined that economic development services would more effectively serve the interests of the business community if delivered through one organization in each Local Municipality. In recognition of the change to the Region's role in planning and consistent with the commitment to core services, continuous improvement, and effective service delivery, the review identified an opportunity to streamline how these services are delivered in Halton. Based on this context and direction from Regional Council, the economic development services delivered by Halton Region, except for the Halton Small Business Centre, will cease as of January 1, 2025. Services provided by the Halton Small Business Centre will continue to be offered by the Region.

Facilitate Small Business Growth provides small business support services and resources and cycling tourism to foster small business growth. The Region's Small Business Enterprise Centre provides support services to help Halton entrepreneurs, small business owners and agricultural businesses to start-up and to grow their businesses. The Global Business Centre program helps business owners expand into global markets. Services include free one-on-one business consultations, programs for starting, managing or growing a small business, exporting support, small business recovery services and entrepreneurial training programs. The 2025 program budget is decreasing by \$1.2 million and 6.0 FTEs due to the cessation of the economic development services delivered by Halton Region as of January 1, 2025.

As shown in the following table, the Small Business Centre continues to support the Halton business community, assisting 1,339 local entrepreneurs with their business start-up, growth and recovery in 2023. There remains a continued focus on start-ups, business growth and a renewed focus to support local entrepreneurs to expand internationally. With respect to cycling tourism and small business growth, the number of bicycle friendly businesses in Halton designated under the Ontario by Bike program has been growing steadily and is expected to increase in 2025.

Facilitate Small Business Growth	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Unique Small Business Consultations Conducted Annually	1,070	1,100	1,339	1,400	1,450
Number of Unique Global Business Centre Consultations Conducted Annually	22	20	22	25	30
Number of Bicycle Friendly Businesses in Halton Designated Under the Ontario By Bike Program	60	75	83	85	87

Heritage Services supports local heritage and community organizations through advisory services, professional education and networking. Heritage Services also collaborates to deliver heritage exhibitions, facilitates learning and engagement activities across Halton Region, and manages and preserves the Region's collection of artifacts and archives. Key initiatives in 2024 include the ongoing implementation of the Heritage Services Five-year Operational Plan approved by Regional Council in November 2021 (Report No. **LPS55-21**) and the historical collections deaccessioning and disposal project approved by Regional Council in November 2020 (Report No. **LPS83-20**). The 2025 program budget is increasing by \$9,000, or 0.9%, mainly due to inflationary cost increases applied where necessary to maintain service levels.

As shown in the following table, the number of Heritage Services partner projects declined in 2021 and 2022 with the COVID-19 pandemic affecting local heritage partner operations and due to available staff capacity. Recovery in external programming has occurred since that time and is predicted to be lower in 2025 with existing staffing levels.

Heritage Services	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Heritage Network Partner Projects Completed Annually	5	3	27	50	35
Heritage Network Partner Satisfaction Level with Heritage Network Partner Projects (%)	N/A	90%	95%	95%	95%

Halton Region

Budget and Business Plan

TAX OVERVIEW

NON-PROGRAM ITEMS & FISCAL TRANSACTIONS

Non-Program Items & Fiscal Transactions

Budget Impacts

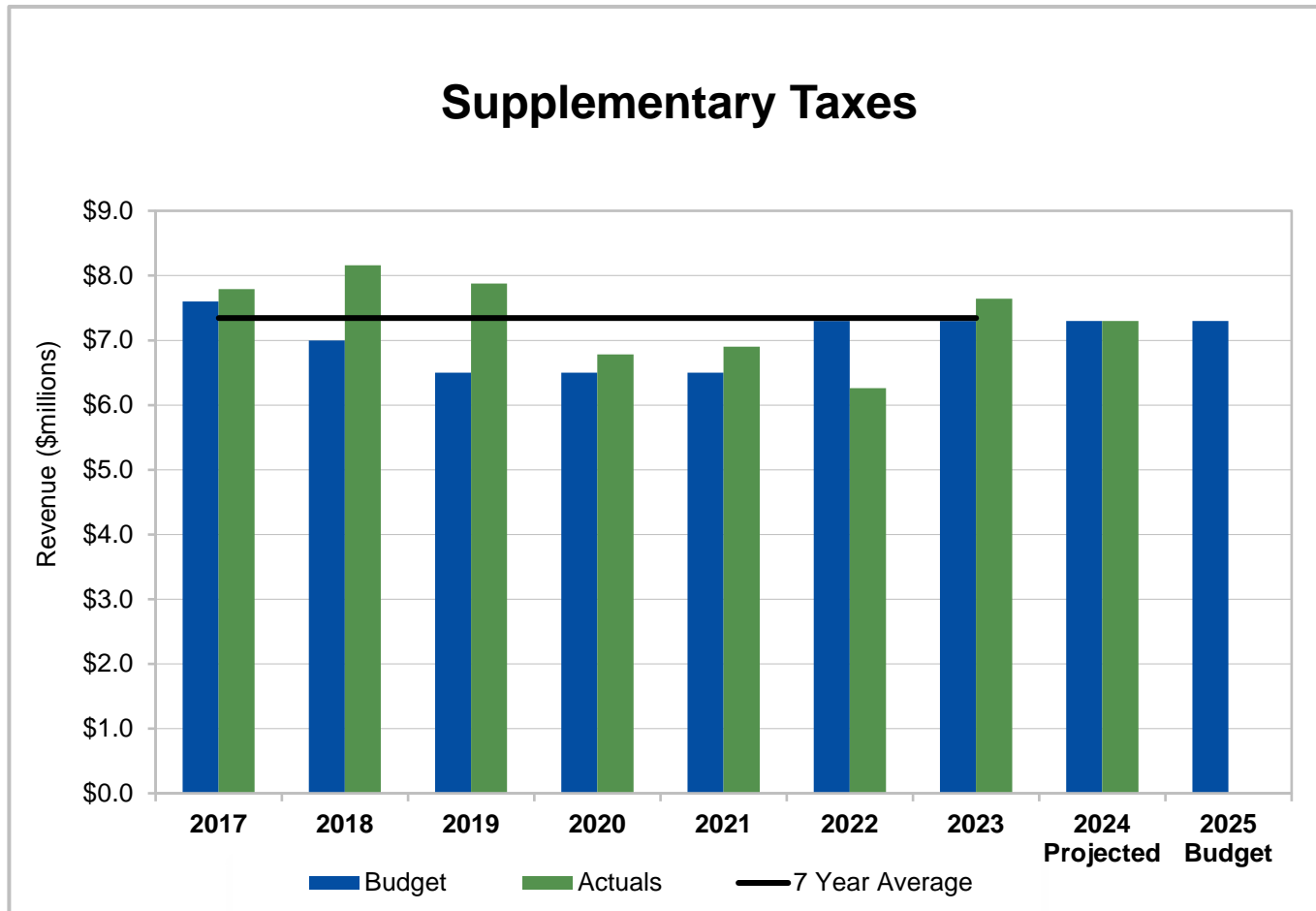
The 2025 Budget reflects a net decrease of \$6.1 million, or 17.0%, over the 2024 Budget mainly due to an increase of \$6.8 million in investment income to reflect the sustained strong performance of the Region's investment portfolio over the past five years. In addition, a \$3.2 million increase in investment income is reflected in the Rate-Supported budget. There was also an increase of \$200,000 in payments-in-lieu of taxes (PIL) to align with the 7-year actual trend, and a reduction of \$512,000 to remove the one-time transfer in the 2024 Budget to offset the favourable assessment growth. Partially offsetting these are increases of \$380,000 in the cost for the Municipal Property Assessment Corporation (MPAC) assessment services based on the MPAC's budgetary increases and Halton's apportionment, a net increase of \$250,000 in capital financing, as well as an increase of \$80,000 to support the Region's property tax rebate programs.

Non-Program Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Non-Program	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2025 - 2024		
Supplementary Tax Revenue	\$ -	\$ -	\$ -	\$ (7,300)	\$ (7,300)	\$ (7,300)	\$ -	0.0%	
Other Tax Revenue	-	-	-	(4,900)	(4,900)	(4,700)	(200)	4.3%	
Tax Write-Off Provision	4,900	-	4,900	-	4,900	4,900	-	0.0%	
Tax Policy Expenditures	628	-	628	-	628	548	80	14.6%	
Assessment Services	10,328	-	10,328	-	10,328	9,948	380	3.8%	
<i>Provincial Offences Act Revenue</i>	-	-	-	(919)	(919)	(919)	-	0.0%	
Net Interest Earnings	-	43,632	43,632	(61,610)	(17,978)	(11,160)	(6,818)	61.1%	
General Expenditures	3,146	45,130	48,276	(10,105)	38,171	38,069	102	0.3%	
Governance Chargeback	-	6,578	6,578	-	6,578	6,186	392	6.3%	
Total	\$ 19,002	\$ 95,341	\$ 114,342	\$ (84,835)	\$ 29,508	\$ 35,571	\$ (6,063)	-17.0%	
2024 Budget	18,742	93,261	112,003	(76,432)	35,571				
\$ Change	260	2,079	2,339	(8,403)	(6,063)				
% Change	1.4%	2.2%	2.1%	11.0%	-17.0%				

Schedule may not add due to rounding

Supplementary Tax Revenue

Throughout the year, 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 depends on the number of properties assessed by MPAC, general economic conditions, and the level of development within each Local Municipality. For this reason, many municipalities choose not to budget for supplementary tax revenue as a recurring source of revenue. The Region uses prior year actual trends as the basis for budgeting supplementary tax revenue. The 2025 supplementary tax revenue budget remains unchanged from the 2024 budget of \$7.3 million, which reflects the 7-year actual trend as shown in the following chart. Staff will continue to monitor supplementary tax revenue to determine whether any adjustment needs to be made in future budgets.



The budget for tax policy includes revenues from payments-in-lieu of taxes (PIL) and rights-of-way taxes (ROW) as well as expenditures related to tax write-offs and tax rebate programs.

Other Tax Revenue

The Region receives provincially established PIL for various Federal and Provincial properties that are exempt from taxation, including hospitals, universities, colleges and correctional facilities. The Region also receives property taxes on railway and utility ROW based on a per acre rate set by the Province. The 2025 other tax revenues have increased to \$4.9 million from the 2024 budget of \$4.7 million, due to an increase of \$200,000 for PIL revenues to reflect the 7-year actual trend. The ROW revenues remain unchanged from the 2024 budget. Staff will continue to monitor these tax revenues to determine whether any further adjustments are needed in future budgets.

Tax Write-Off Provision

Tax write-offs are primarily due to current value assessment (CVA) reductions, such as from a successful assessment appeal, change in use of a property, or demolition. They result in less revenue collected, putting pressure on the continued delivery of the Region's core services. In recent years, owners of commercial and industrial properties have challenged the property assessment values as returned by MPAC through appeals to the Assessment Review Board (ARB). As a result of successful appeals between 2017 and 2023, the cumulative CVA loss on commercial and industrial properties amounted to \$4.8 billion. This decrease in the CVA results in an increase in the tax write-offs of the Region and Local Municipalities.

Future potential for additional tax write-offs is a risk for the Region. For the taxation years of 2017 to 2023, 15 commercial and industrial properties in Halton Region 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 2023 taxation year is \$1.2 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 2025 tax write-off budget remains unchanged from the 2024 budget at \$4.9 million. Staff will continue to monitor developments in the appeal process and review whether any further adjustments are required for the tax write-off provision in future budgets.

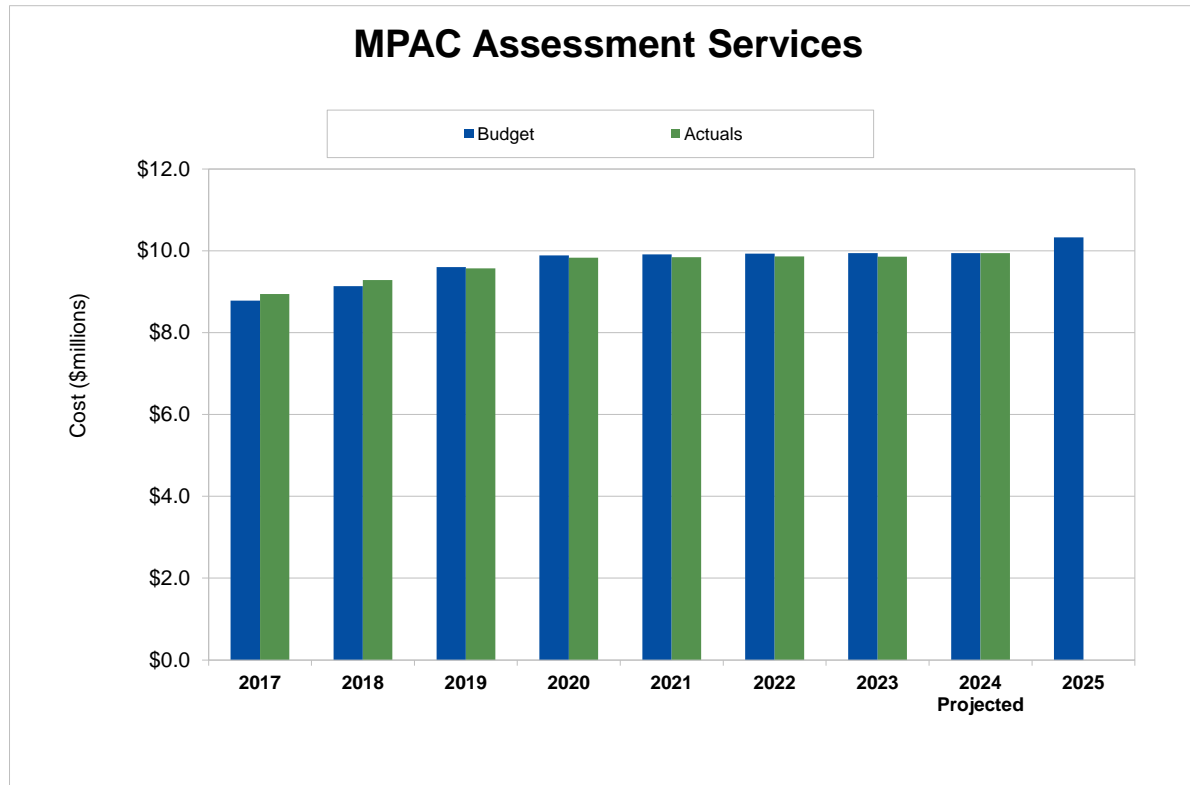
Tax Policy Expenditures

The tax relief programs offered by the Region include provincially-mandated and 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 2025 Budget for tax relief programs is increasing over the 2024 budget by \$80,000, which is comprised of an increase of \$70,000 for the Senior Tax Rebate program discussed further below, as well as an increase of \$10,000 for the Charity Rebates program to align with the 7-year actuals trend.

Through Report No. **FN-16-24** re: "City of Burlington Low-Income Property Tax Rebate Program", Council approved for the Region to cost-share the City of Burlington's expanded property tax rebate program for low-income seniors and low-income persons with disabilities. The City's previous low-income senior property tax rebate was broadened to include low-income persons with disabilities who are in receipt of income support paid under the *Ontario Disability Support Program Act, 1997*. The rebate amount was also increased from \$550 to \$575, effective for the 2024 taxation year. The 2025 Budget for Senior Tax Rebates is increasing by \$70,000 to support the City of Burlington's expanded program.

Assessment Services

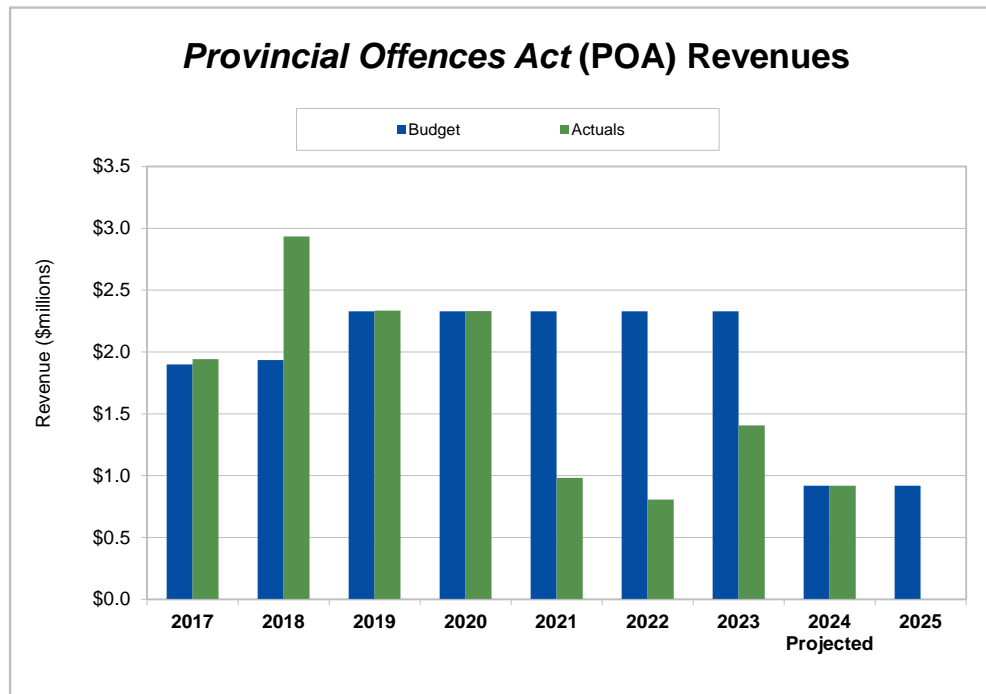
MPAC provides assessment services to the Region and Local Municipalities. The Region is responsible for paying for these services, the cost of which is based on Halton's CVA in proportion to the Province's CVA. Through this method, MPAC's budget is apportioned to all municipalities across Ontario. Therefore, factors affecting the cost of assessment services include MPAC's budgetary increases and apportionment increases relating to Halton Region's growth. The 2025 Budget for assessment services are increasing over the 2024 budget by \$380,000 to align with MPAC's increased costs and Halton's growth.



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%.

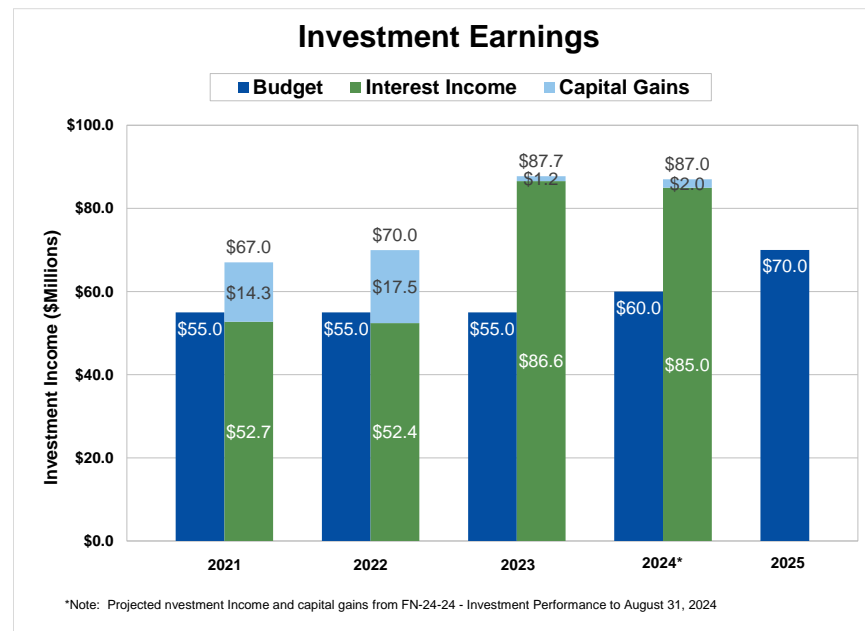
POA revenues dropped significantly as a result of the COVID-19 pandemic and related lockdowns. The 2020 year-end revenue allocation to the municipal partners included a material draw on Halton Court Services' Stabilization reserve to offset the shortfall in net revenues. In 2021, 2022, and 2023 the shortfalls in revenues were not funded through the Stabilization reserve, and consequently, the Region reported unfavourable variances of \$1.3 million through the 2021 Year-end Variance Report (FN-06-22), \$1.5 million through the 2022 Year-end Variance Report (FN-14-23), and \$922,000 through the 2023 Year-end Variance Report (FN-09-24). The shortfall in revenues was expected to be transitory due to the pandemic, however, has continued as a result of an ongoing reduction in the number of charges filed and judicial resource pressures. The 2024 Budget was reduced by \$1.4 million, to \$919,000, to align with the actual trends experienced over the past four years and Halton Court Services' budget. The 2025 Budget remains unchanged from the 2024 Budget.



Net Interest Earnings

The gross revenue budget for investment earnings is based on general economic trends, the mix of investments in the Region’s portfolio, and the fluctuating balances in operating cash account, reserves, reserve funds and the capital fund. As part of the annual budget process, staff review trends and projections related to the Region’s investment performance. Based on this review, the Region’s investment portfolio budget has been increased by \$10.0 million over the 2024 budget, from \$60.0 million to \$70.0 million, as a result of the strong performance of the Region’s investment portfolio over the past few years. The increase in investment income is being utilized in the 2025 Budget to fund critical increases in capital financing to support the Comprehensive Housing Strategy to offset the loss in Development Charge revenues (\$4.0 million), and the Roads (\$2.8 million) and Water & Wastewater (\$3.2 million) state-of-good-repair capital programs. Of this revenue, \$42.9 million will be transferred directly to finance the Region’s State-of-Good-Repair capital programs, and the remaining \$27.1 million will support the tax (\$18.7 million) and rate (\$8.4 million) supported operating budgets to offset the impact of capital financing.

It is expected that in the next 1 to 5 years, the opportunities to generate higher interest earnings will slowly disappear, as the Bank of Canada has already started reducing interest rates from the highest levels in decades. Although elevated interest rates have not resulted in a recession, economic activity has significantly slowed, as higher inflation has reduced available income to spend, and higher borrowing rates have impacted business investments. As the unemployment rate has started to rise, it is forecasted that interest rates, already lower by 75 basis points, will be cut further by 150 to 200 basis points over the next couple of years. The interest income from cash balances will be drastically reduced while available bond yields will move significantly lower. Coupled with the rising costs of the Region’s capital program, which is projected to be higher than in previous years due to the cumulative impact of increased prices and accelerated spending create uncertainty in the longer-term investment forecast. It is likely that this target will be achieved with positive variances in the very short-term, however there is a risk of not achieving earnings beyond \$70.0 million which will be monitored through future Budget and Business Plans. As part of the year-end process and in keeping with the Region’s Reserve Policy as approved by Regional Council through Report No. CS-83-02 re: “Regional Reserve Policy”, any residual surplus after the stabilization targets are met will be distributed to the appropriate Capital Reserves (Tax, Water or Wastewater). This amount is taken into consideration when reviewing reserve balances and transfers in the budget process.



General Expenditures

A significant component of the general expenditures budget is reserve transfers related to benefit obligations, corporate capital initiatives and grant contributions. In addition, there are increases to the reserve contributions of \$1.6 million for the Digital Strategy which will enhance the delivery of high-quality online digital services, as well as \$40,000 for the Flood Hazard Mapping program, offset by decreases of \$1.4 million related to the Burlington Waterfront Land Acquisition and \$106,000 for the Emerald Ash Borer program, per the 2025 financing plan.

The total Federal Canada Community-Building Fund (formerly Gas Tax) allocated to Halton is \$19.5 million in 2025 of which, \$10.1 million is allocated to the Tax-Supported Budget to fund the Transportation State-of-Good-Repair capital program (\$9.0 million) and the Road Resurfacing program (\$1.1 million). The remaining \$9.5 million is allocated to the Rate-Supported Budget to fund the Water and Wastewater State-of-Good-Repair capital program.

There was a one-time transfer of \$512,000 to the Tax Stabilization reserve due to a surplus resulting from higher-than-anticipated assessment growth in the 2024 Budget. The combined total assessment change for the 2024 taxation year was 1.8%, and the 2024 budget assumed an assessment growth of 1.7%. This one-time transfer has been removed from the 2025 Budget. The 2025 Budget includes an assessment growth target of 1.8% consistent with the assumptions in the 10-Year Operating Budget & Forecast in the 2024 Budget and Business Plan. This assessment growth reflects the data provided by the Municipal Property Assessment Corporation (MPAC) which indicates that Halton is growing faster than other municipalities across the province. It is important to note that assessment growth is impacted by property tax write-offs resulting from successful assessment appeals to the Assessment Review Board (ARB) and MPAC. Assessment growth is scheduled to be finalized with the final tax roll returned to municipalities on December 10, 2024. Any growth realized over or under the provision in the budget (1.8%) will be transferred to or from the Tax Stabilization reserve, as set out in Report No. **FN-34-24**.

Governance Chargeback

As shown in the table below, in 2025 there is a \$392,000 increase in the chargeback of governance-related costs primarily due to inflationary cost increases applied where necessary to maintain service levels. The governance costs are recovered from rate-supported services, and the Non-Program budget for tax-supported services.

Non-Program Governance Chargeback (\$000s)			
	2024 Budget	2025 Budget	Change
	Approved Budget	Requested Budget	2025 Requested / 2024 Approved
Office of the Chair	\$ 216	\$ 216	\$ -
Regional Council	1,235	1,299	64
Internal Audit	552	591	39
Strategic Initiatives & Government Relations	3,506	3,783	277
Regional Clerk & Council Services	181	174	(7)
Emergency Management	496	514	19
Total	\$ 6,186	\$ 6,578	\$ 392

Schedule may not add due to rounding

Non-Program Capital Budget & Forecast

The 2025 Budget also provides funding to support the following capital projects.

Non-Program Capital Program (\$ Millions)							
	2025	2026	2027	2028	2029	2030 - 34	Total
Burlington Waterfront Master Plan Implementation	\$ -	\$ -	\$ 4.04	\$ -	\$ 3.50	\$ -	\$ 7.54
Burloak Waterfront Park	-	0.10	-	-	-	-	0.10
Total	\$ -	\$ 0.10	\$ 4.04	\$ -	\$ 3.50	\$ -	\$ 7.64

Schedule may not add due to rounding.

The total 10-year budget allocated for Non-Program is \$7.64 million to support Halton's Waterfront. This program is financed from the Tax Capital reserve and Development Charges. The total capital financing to support the waterfront in the 2025 Budget totals \$2.1 million which has decreased by \$1.4 million from the 2024 Budget.

Halton Region

Budget and Business Plan

TAX OVERVIEW

BOARDS & AGENCIES

Boards & Agencies

Boards & Agencies consist of external entities to whom the Region provides funding. This includes Conservation Authorities, the Royal Botanical Gardens, and the North Halton Mental Health Clinic (NHMHC), as outlined in the table below. Halton Regional Police Service (HRPS) is also included in this section due to the *Community Safety and Policing Act, 2019*, which requires that Police Services Boards submit to Regional Council the operating and capital estimates to maintain the police service and provide it with the necessary equipment and facilities.

Budget Impacts

The 2025 Boards & Agencies budget is increasing by \$613,000, or 4.5% over 2024, with details provided below.

Boards & Agencies Halton Region Funding (\$000s)				
	2024	2025	Change	
	Approved Budget	Requested Budget	2025 Requested / 2024 Approved	
Boards & Agencies				
Conservation Halton	\$ 10,502	\$ 11,006	\$ 504	4.8%
Credit Valley Conservation	711	748	37	5.2%
Grand River Conservation Authority	326	340	14	4.3%
Conservation Authorities	\$ 11,539	\$ 12,094	\$ 555	4.8%
Royal Botanical Gardens	894	921	27	3.0%
North Halton Mental Health Clinic	1,293	1,325	32	2.5%
Total	\$ 13,727	\$ 14,340	\$ 613	4.5%

Schedule may not add due to rounding

Conservation Authorities

Conservation Authorities (CAs) receive funding from those municipalities that fall within their watershed in accordance with the *Conservation Authorities Act, R.S.O. 1990, c. C.27*, as amended (the "Act"). Halton Region provides funding to Conservation Halton, Credit Valley Conservation and Grand River Conservation Authority through a municipal levy. The 2025 Budget for the Conservation Authorities is \$12.1 million, which reflects an increase of \$555,000 or 4.8% over the 2024 budget.

Provincial Review of the Act

Over the past few years, the Province has introduced a series of legislative amendments through Bill 23 and Bill 229, as well as through regulatory and policy changes. These changes are to support the Province's commitment to increase the supply of housing in Ontario. Many of the introduced legislative or regulatory changes affecting Conservation Authorities have been incorporated into Conservation Authorities' budgets for the last two years.

Bill 23, *More Homes Built Faster Act, 2022*

On October 25, 2022, the Province announced Bill 23, the *More Homes Built Faster Act*, in response to Ontario's housing supply and affordability issue. Specifically, Schedule 2 introduced additional changes to the Act, which the Conservation Authorities have reviewed and incorporated into the 2024 Budget. Effective January 1, 2023, Conservation Authorities were instructed by Minister's Order to freeze development charges for 2023, and Conservation Authorities are prohibited from commenting on planning & development applications (O. Reg. 596/22). In December 2023, Conservation Authorities were instructed by a Minister's Order to freeze development review fees for 2024. As a result, Conservation Authorities were unable to increase planning and permit review fees in 2024, which is necessary to ensure that development reviews achieve Board approved cost recovery rates. This is the second year that Conservation Authorities have received this Order. The Conservation Authorities' 2025 Budgets assume the fee freeze will be lifted for 2025.

On February 16, 2024, the Province released a new Section 28 regulation (O. Reg. 41/24: Prohibited Activities, Exemptions and Permits), under the Act, which relates to Conservation Authority regulatory roles and responsibilities. The enactment of this regulation coincided with the proclamation of associated sections within the Act and came into force and effect on April 1, 2024. There are no significant budgetary or service impacts related to Section 28 changes.

Through Regional Report No. **CA-14-24** re: "2024 Integrated Halton Planning System MOU: A New Model that Recognizes Changing Roles for Halton Municipalities" Council approved the Memorandum of Understanding for an Integrated Halton Area Planning System which addresses the changes outlined in Bill 23 and Bill 185, the *Cutting Red Tape to Build More Homes Act, 2024*, related to the changing roles of the Region, Local Municipalities and Conservation Authorities.

Bill 229, *Protect, Support and Recover from COVID-19 Act, 2020*

On December 8, 2020, Bill 229, the *Protect, Support and Recover from COVID-19 Act*, received Royal Assent and made changes to the Act and the *Planning Act*. To implement some of these changes Ontario Regulations 686/21: Mandatory Programs and Services and 687/21: Transition Plans and Agreements for Programs and Services, under Section 21.1.2 of the Act, came into effect January 1, 2022, and October 1, 2021, respectively.

Under the regulations, Category 1 Mandatory programs and services allow the municipal levy to be used without any agreement and are therefore not subject to a municipal agreement. Category 2 Municipal programs and services are subject to municipal approval and the municipal funding is through a memorandum of understanding (MOU) or other type of agreement. Category 3 includes other programs and services an Authority determines are advisable with alternate funding and may be funded using municipal funds through a cost-apportioning agreement.

The final requirement under Ontario Regulation 687/21 was for Conservation Authorities to have MOUs or service agreements for Category 2 and/or 3 programs & services (non-mandatory) that are supported (whole or in part) by municipal funding. The Conservation Authorities' final Program and Services Inventory and all MOUs/service agreements were completed by January 1, 2024. Halton Region's MOU with the Conservation Authorities for non-mandatory (category 2 & 3) programs and services was endorsed by Regional Council on November 22, 2023, through Report No. **CA-14-23** re: "Conservation Authority Memorandums of Understanding".

Conservation Halton

Conservation Halton's total municipal general levy request for 2025 is \$12.2 million, an increase of \$441,178 or 3.7% over 2024, which is within the guideline of 4.8% as set out in 2025 Budget Directions (**FN-19-24**). Halton Region's share of the total municipal levy request for 2025 is \$10.7 million, an increase of \$395,151 or 3.8% over the 2024 budget and is based on the Region's 87.9900% apportionment. The main drivers for the increase in Conservation Halton's budget and the municipal levy request are related to personnel services, which account for over 70% of their operating budget. Conservation Halton's 2025 budget includes \$152,000 for a Benefit-based municipal levy related to flood hazard mapping, which is an increase of \$3,000 over the 2024 budget, to fund a staff position to accelerate the flood hazard mapping project in Halton Region. The remaining watersheds to be mapped are predominantly within Halton Region's boundaries and therefore this is a special benefitting levy to Halton Region only. Conservation Halton's 2025 budget also includes a new request of \$106,000 for a Benefit-based municipal levy for Sixteen Mile Creek technical studies to support the development of an updated watershed plan. Halton Region's share of the total municipal levy with the increase

in the Flood Hazard Mapping update benefit-based levy, and the new Sixteen Mile Creek Watershed Plan Technical Studies benefit-based levy, is an increase of \$504,151, or 4.8%, over the 2024 budget.

In 2017, Conservation Halton requested \$8.4 million from the Region over 10 years for their Emerald Ash Borer (EAB) program, of which \$794,000 is requested in the 2025 Budget. This request is being funded through a capital project in the Region's budget (account T5228A - Conservation Halton – Emerald Ash Borer) with transfers from the Tax Stabilization reserve. Repayments to the reserve are included in the Region's 2025 Non-Program budget. The Region provides funding to Conservation Halton as the work is completed and upon receipt of invoices.

Conservation Halton is requesting a total of \$677,000 in the 2025 Budget for flood hazard mapping. Of this amount, \$525,000 will be financed through a capital account (account T5230A - Conservation Halton – Flood Hazard Mapping), and will continue to be funded from the Tax Stabilization reserve with repayments back to the reserve over a five-year period. Similar to Emerald Ash Borer, these repayments are included in the Region's 2025 Non-Program budget. The Region provides funding to Conservation Halton as the work is completed and upon receipt of invoices. The Benefit-based levy of \$152,000 related to Flood Hazard mapping will be funded through the municipal levy in the operating budget.

The Conservation Halton Board of Directors approved the 2025 budget on October 31, 2024. Further details on Conservation Halton's budget can be found in Report No. **FN-32-24** re: "2025 Budget Overview – Conservation Halton".

Credit Valley Conservation

Credit Valley Conservation's total municipal levy request for 2025 is \$14.4 million, an increase of \$657,849 or 4.8% over 2024, which is in line with the guideline as set out in 2025 Budget Directions (**FN-19-24**). Halton's share of the total municipal levy request for 2025 is \$748,022, an increase of \$36,692 or 5.2% over the 2024 budget and is based on the Region's 5.2086% apportionment. 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 77% of their operating budget.

The Credit Valley Conservation Board of Directors endorsed the 2025 budget on October 11, 2024, and formal budget approval is anticipated on February 14, 2025. Further details on Credit Valley Conservation's budget can be found in Report No. **FN-31-24** re: "2025 Budget Overview – Credit Valley Conservation".

Grand River Conservation Authority

Before apportionment, Grand River Conservation Authority's 2025 municipal levy increased by 3.5%, which is within the guideline of 4.8% as set out in 2025 Budget Directions (**FN-19-24**). The main drivers for the increase in Grand River Conservation Authority's budget and the municipal levy request are related to administrative expense increases across Grand River Conservation Authority programs.

The Region's 2025 Budget incorporates a provision of \$340,000 for GRCA's levy request based on the submission provided in October 2024 and apportionment of 2.4699%. This represents an increase of \$14,000, or 4.3%, over the 2024 budget. The GRCA Board of Directors are scheduled to approve the 2025 budget on February 28, 2025. Further details on GRCA's budget can be found in Report No. **FN-30-24** re: "2025 Budget Overview – Grand River Conservation Authority".

Royal Botanical Gardens (RBG)

Royal Botanical Gardens (RBG) receives an operating grant from the Region and the City of Hamilton. The Region continues to provide funding to RBG at the rate of inflation. The Region's contribution is budgeted to increase by 3.0%, or \$27,000, to a total of \$921,000 in the 2025 Budget.

North Halton Mental Health Clinic (NHMHC)

Effective April 1, 2018, NHMHC was transferred from Halton Region to Halton Healthcare Services (HHS) as per Report No. MO-33-17. Pursuant to a funding agreement between the Region and HHS, an annual grant of \$1.3 million is being provided for NHMHC programming, which includes an increase of \$32,000 over the 2024 Budget to reflect increased lease costs. The Region has agreed to continue to support NHMHC until such time as additional mental health funding is secured by HHS for the transferred programs, which will be used to reduce the Region's annual contribution. Regional staff continue to work with HHS and Ontario Health to secure additional funding.

Halton Regional Police Service (HRPS)

The HRPS 2025 budget request is \$232.0 million, which is an increase of \$28.2 million, or 13.8%, over the 2024 budget. This increase is above the guideline provided by Regional Council of 4.8% as set out in 2025 Budget Directions (**FN-19-24**), and is driven by contract-related compensation and benefit cost increases, resourcing requirements to address the policing needs of the growing Region, IT hardware/software and capital financing requirements. The following table summarizes the 2025 budget request, which the Halton Police Board approved on October 31, 2024.

Halton Regional Police Service Operating Budget Comparison by Cost Category (\$000s)								
Halton Regional Police Service	2024	2025			Change			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2025 Base / 2024 Approved		2025 Requested / 2024 Approved	
Personnel Services	\$ 175,972	\$ 194,814	\$ 3,614	\$ 198,428	\$ 18,843	10.7%	\$ 22,457	12.8%
Materials & Supplies	8,995	8,280	365	8,645	(715)	-8.0%	(350)	-3.9%
Purchased Services	14,732	19,106	-	19,106	4,374	29.7%	4,374	29.7%
Financial & Rent Expenses	1,107	1,374	-	1,374	267	24.1%	267	24.1%
Total Direct Costs	200,806	223,574	3,979	227,553	22,768	11.3%	26,747	13.3%
Allocated Charges	2,731	2,990	-	2,990	259	9.5%	259	9.5%
Gross Operating Expenditures	203,537	226,564	3,979	230,543	23,027	11.3%	27,007	13.3%
Transfers to Reserves - Capital	7,689	9,790	-	9,790	2,101	27.3%	2,101	27.3%
Transfers from Reserves - Capital	(3,099)	(3,004)	-	(3,004)	95	-3.1%	95	-3.1%
Debt Charges	7,200	6,874	-	6,874	(326)	-4.5%	(326)	-4.5%
Capital Financing Expenditures	11,790	13,660	-	13,660	1,870	15.9%	1,870	15.9%
Total Gross Expenditures	215,327	240,224	3,979	244,203	24,898	11.6%	28,877	13.4%
Provincial Funding	(6,432)	(6,422)	-	(6,422)	10	-0.2%	10	-0.2%
Other Revenue	(5,108)	(5,792)	-	(5,792)	(684)	13.4%	(684)	13.4%
Total Revenue	(11,540)	(12,214)	-	(12,214)	(674)	5.8%	(674)	5.8%
Net Program Expenditures	\$ 203,787	\$ 228,011	\$ 3,979	\$ 231,990	\$ 24,224	11.9%	\$ 28,203	13.8%

Schedule may not add due to rounding

On April 1, 2024, the *Community Safety and Policing Act, 2019* came into force and repealed the *Police Services Act*. The *Community Safety and Policing Act, 2019* has created a new budget approval process and established a new oversight body to help resolve potential disputes between municipalities and municipal police boards. These changes are aimed at providing transparency and clarity to the police budget approval process while simultaneously streamlining the approach taken by all parties involved.

As per section 39(1) of the *Community Safety and Policing Act, 2019*, the Halton Police Board is responsible for preparing and adopting a strategic plan for the police service. Based on the strategic priorities, the Halton Police Board must prepare a budget on how best to meet these operational needs. The strategic plan is intended to provide the framework and goals that will guide the justification for its proposed budgets. Once the budget has been prepared, the Halton Police Board must submit their operating and capital estimates to the Region. These estimates must set out how the requested amounts comply with *Community Safety and Policing Act, 2019* and its regulations (including the amounts required to provide the HRPS with the required equipment and facilities) and pay for the board's operations (excluding the remuneration of the board members). The Region will have the opportunity to consider and proceed with the budget as presented by the Board. The dispute mechanism established under section 50 provides clarity on how budgetary disputes, should any arise, will be resolved and sets a base financial operating standard for the Region to rely upon. Further details regarding the *Community Safety and Policing Act, 2019*, and the Police Services' 2025 budget request can be found in Report No. **FN-29-24** re: "2025 Budget Overview – Halton Regional Police Service".

Halton Region Budget and Business Plan

WATER & WASTEWATER OVERVIEW



Water & Wastewater Budget Overview

2025 Operating Budget Summary

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

As shown in the following table, the 2025 Water and Wastewater Rate-Supported Budget has a 5.5% increase, which is in line with the guideline set out in 2025 Budget Directions (**FN-19-24**). For a typical residential customer using 226 cubic metres (m³) of water per year, this will result in an additional \$61 annually in 2025 for combined water and wastewater charges.

Rate Impact On a Typical Residential Customer (226 m ³ / Year)						
	2024		2025		Change*	
	Budget		Budget		\$	%
Water	\$	515	\$	545	\$ 30	5.9%
Wastewater		597		628	31	5.2%
Total	\$	1,111	\$	1,173	\$ 61	5.5%

Schedule may not add due to rounding

*Based on 0.0% consumption growth and 1.4% customer growth

As shown in the following table, the 2025 Budget for Water and Wastewater Services is increasing from \$252.6 million to \$268.3 million, an increase of \$15.7 million or 6.2%. This includes the base budget increase of \$14.7 million and net strategic investments of \$1.0 million that address operational and strategic priorities. Customer growth is estimated to be 1.4%, or \$1.7 million, while consumption growth is estimated at 0.0%, resulting in a net water and wastewater rate increase of \$14.0 million, or 5.5% for the 2025 Budget.

2025 Budget Summary (\$000s)						
	2024		2025		Change in Budget	
	Approved Budget		Requested Budget		2025 Requested / 2024 Approved	
Gross Operating Expenditures	\$ 133,412	\$	138,936	\$	5,524	4.1%
Capital Financing Expenditures	138,637		152,494		13,858	10.0%
Gross Expenditures	\$ 272,049	\$	291,431	\$	19,382	7.1%
Other Revenues	(19,404)		(23,093)		(3,689)	19.0%
Net Program Impact	\$ 252,645	\$	268,337	\$	15,693	6.2%
Customer Growth*					(1,705)	-0.7%
Rate Increase				\$	13,988	5.5%

Schedule may not add due to rounding.

* Includes 0.0% consumption growth and 1.4% customer growth

As outlined in the table above, operating costs are increasing by \$5.5 million, driven by inflationary costs and other projected increases mitigated with one-time savings and efficiencies which are discussed in detail in the following sections.

In addition, there is a \$13.9 million increase in capital financing expenditures which fund the Water and Wastewater State-of-Good-Repair capital program. The operating contributions for the existing Water and Wastewater State-of-Good-Repair capital program have increased by \$18.4 million based on the Public Works' Asset Management Plan. Further contributing to the increase is a \$257,000 increase in the transfer to vehicle reserve to support new and replacement vehicles. These increases are partially offset by a \$4.8 million reduction in debt charges due to retiring debt.

Of the 5.5% rate increase, 4.9% is driven by capital financing required to support the State-of-Good-Repair capital program and 0.6% is required to operate and maintain the water and wastewater system.

2025 Budget: Operating and Capital Financing Impact (\$000s)						
	Change in Budget					
	Net Program Impact		Growth*	With Growth*	Rate Impact	
Gross Operating Expenditures	\$ 5,524					
Other Revenues	(3,689)					
Net Operating Expenditures	\$ 1,835	\$	(199)	\$	1,636	0.6%
Capital Financing Expenditures	13,858		(1,505)		12,352	4.9%
Net Program Impact	\$ 15,693	\$	(1,705)	\$	13,988	5.5%

Schedule may not add due to rounding.

* Includes 0.0% consumption growth and 1.4% customer growth

The following chart highlights the process undertaken to prepare the 2025 Rate-Supported Budget.

2025 Budget Process				
	Report	Date	Rate Increase	Consumption / Customer Growth
2025 Forecast	FN-43-23	December 13, 2023	4.5%	0.0% / 1.4%
2025 Budget Directions	FN-19-24	July 10, 2024	5.5%	0.0% / 1.4%
2025 Budget	FN-34-24	December 11, 2024	5.5%	0.0% / 1.4%

The 10-Year Operating Budget & Forecast in the 2024 Budget and Business Plan (**FN-43-23**) projected a rate increase of 4.5% in 2025. The forecast was developed based on existing program financing plans and program-specific assumptions with respect to expected inflationary and growth factors. For the 2025 Budget Directions (**FN-19-24**), the rate forecast budget model maintained the water consumption (0.0%) and customer growth (1.4%) projected in the forecast, and included capital financing based on the updated Asset Management Program and Lifecycle Models Update as set out in Report No. **PW-01-22/FN-11-22/DI-01-22**. Due to increased capital financing expenditures required to provide the non-development portion of water and wastewater infrastructure in support of Local Municipal housing pledges, the target was increased to 5.5% from the 4.5% projection. Based on these factors, Council approved the 2025 Budget Directions with a rate increase not to exceed 5.5% for Water and Wastewater services, including operations and the State-of-Good-Repair capital program.

Several times during the budget process, the base budget and proposed strategic investments were reviewed to ensure levels of service would be maintained and achieve Council priorities. These considerations are reflected in the 2025 Budget with a 5.5% rate increase. Compared to 2025 Budget Directions, customer growth has remained at 1.4% and consumption growth has remained at 0.0%. Including strategic investments, the water and wastewater rate increase related to operations is at 0.6%, which is below the rate of inflation as a result of the identification of savings in the base budget through efficiencies and the redeployment of resources to priority programs.

The following savings and revenues of \$8.9 million have been identified which will be used to fund priority areas in the water and wastewater program:

- Decrease in debt charges of \$4.8 million resulting from the retirement of debt.
- Increase of \$3.2 million in investment income realized through the strong sustained performance of the Region’s investment portfolio over the past few years, which was utilized in the 2025 Budget to fund an increase in capital financing to support the Water & Wastewater state-of-good-repair capital program.
- Increase of \$550,000 in Industrial Waste revenue mainly due an increased number of sanitary discharge and overstrength agreements signed with customers in the Industrial, Commercial and Institutional (ICI) sector.
- Decrease of \$262,000 in various materials & supplies, office supplies, and hardware and software costs to align with historical spending trends and reduced needs.
- Decrease of \$129,000 in professional fees due to less demand for consulting services.

2025 Water & Wastewater Operating Budget by Program

As shown in the following table, the 2025 Budget for Water and Wastewater Services is increasing from \$252.6 million to \$268.3 million, an increase of \$15.7 million or 6.2%. This includes a base budget increase of \$14.8 million, or 5.9%, and net strategic investments of \$909,000 that align with Council priorities, address operational pressures and support the growth priorities of the Local Municipalities. When combined with 1.4% customer growth (\$1.7 million), this results in a net water and wastewater rate increase for the 2025 Budget of \$14.0 million, or 5.5%. The net expenditures shown below incorporate Corporate Administration costs to reflect the full cost of service delivery.

As discussed earlier, of the 5.5% increase, 4.9% relates to capital financing of the State-of-Good-Repair program, and 0.6% is required to operate and maintain the water and wastewater system. The changes in the 2025 Budget by program area are discussed in detail later in this section.

Net Operating Budget for Water & Wastewater Services (\$000s)								
	2024	2025			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2025 Base / 2024 Approved		2025 Requested / 2024 Approved	
Water Treatment and Distribution	\$ 56,416	\$ 56,503	\$ 465	\$ 56,968	\$ 87	0.2%	\$ 552	1.0%
Wastewater Collection and Treatment	67,094	67,932	445	68,377	838	1.2%	1,283	1.9%
Infrastructure Management	129,135	142,992	-	142,992	13,858	10.7%	13,858	10.7%
Net Program Impact	\$ 252,645	\$ 267,428	\$ 909	\$ 268,337	\$ 14,783	5.9%	\$ 15,693	6.2%
Customer Growth (1.4%)							(1,705)	-0.7%
Net Increase Requirement							\$ 13,988	5.5%

Schedule may not add due to rounding.

2025 Water & Wastewater Operating Budget by Cost Category

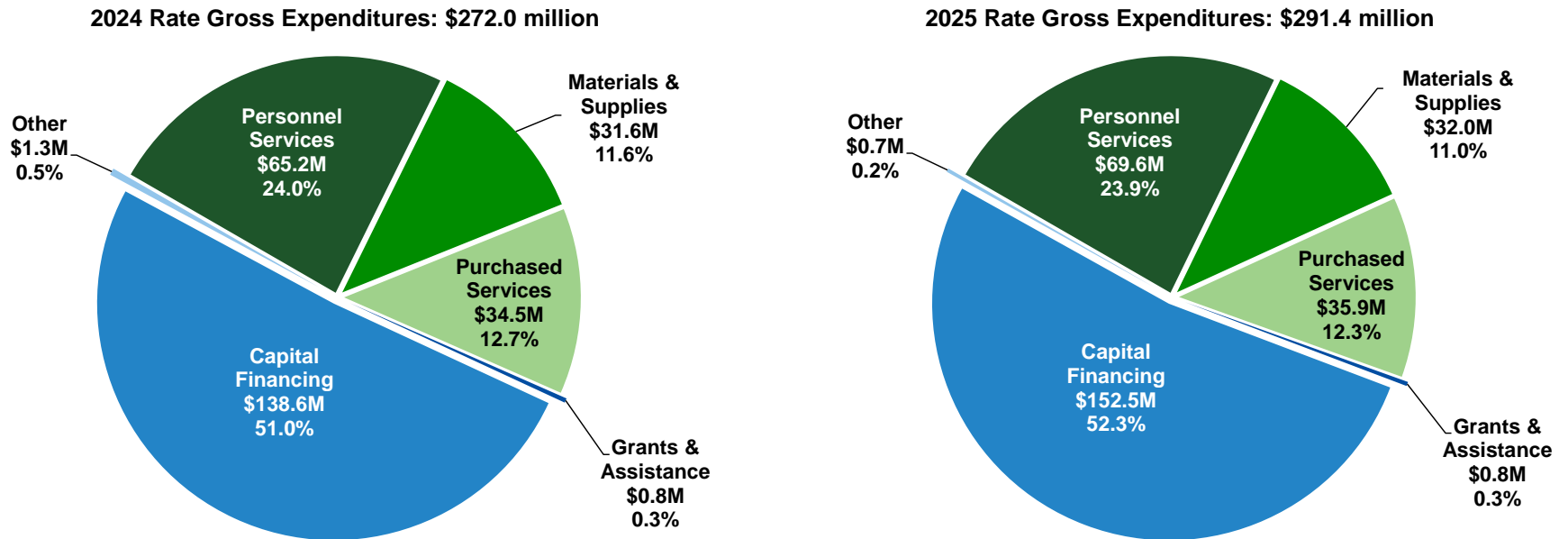
The following table provides a summary of expenditures and revenues by category.

Total Rate Operating Budget Comparison by Cost Category (\$000s)								
	2024	2025			Change			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2025 Base / 2024 Approved		2025 Requested / 2024 Approved	
Personnel Services	\$ 65,177	\$ 68,226	\$ 1,338	\$ 69,565	\$ 3,049	4.7%	\$ 4,388	6.7%
Materials & Supplies	31,627	31,913	55	31,968	286	0.9%	342	1.1%
Purchased Services	34,510	35,856	1	35,856	1,345	3.9%	1,346	3.9%
Financial & Rent Expenses	371	552	-	552	182	49.0%	182	49.0%
Grants & Assistance	834	834	-	834	-	0.0%	-	0.0%
Total Direct Costs	132,518	137,381	1,394	138,775	4,863	3.7%	6,257	4.7%
Allocated Charges/(Recoveries)	(21,572)	(22,969)	(363)	(23,333)	(1,398)	6.5%	(1,761)	8.2%
Corporate Support Charges	22,397	23,409	-	23,409	1,012	4.5%	1,012	4.5%
Transfers to Reserves - Operating	85	94	-	94	8	9.7%	8	9.7%
Transfers from Reserves - Operating	(17)	(9)	-	(9)	8	-48.7%	8	-48.7%
Gross Operating Expenditures	133,412	137,906	1,030	138,936	4,494	3.4%	5,524	4.1%
Capital Financing Expenditures	138,637	152,494	-	152,494	13,858	10.0%	13,858	10.0%
Total Gross Expenditures	272,049	290,400	1,030	291,431	18,351	6.7%	19,382	7.1%
Federal Funding	(9,482)	(9,482)	-	(9,482)	-	0.0%	-	0.0%
Other Revenues	(9,922)	(13,490)	(121)	(13,611)	(3,568)	36.0%	(3,689)	37.2%
Total Revenue	(19,404)	(22,972)	(121)	(23,093)	(3,568)	18.4%	(3,689)	19.0%
Net Expenditures	\$ 252,645	\$ 267,428	\$ 909	\$ 268,337	\$ 14,783	5.9%	\$ 15,693	6.2%
Consumption Growth								0.0%
Customer Growth								1.4%
Rate Impact								5.5%

Schedule may not add due to rounding.

Expenditures

The following charts show the breakdown of the gross expenditures in the total 2025 Operating Budget for Regional Rate-Supported services of \$291.4 million by cost category, as well as a comparison to the breakdown in 2024.



Total gross expenditures are increasing by \$19.4 million (7.1%) in the 2025 Rate-Supported Budget, attributable to the following key changes:

Personnel Services – \$4.4 million increase

As shown in the following table, compensation costs are proposed to increase by 6.73%, or \$4.4 million in 2025 as a result of:

- 4.68% or \$3.0 million in base budget compensation increases, comprised of the following:
 - 3.43%, or \$2.2 million increase to salary budget based on a 3.5% increase in the non-union pay band based on a pay-for-performance merit system and anticipated increases in union agreements and an increase in the budgeted percentage of job rate (from 94.5% to 95.0%) to reflect actual trends.
 - 1.25% or \$814,000 increase to benefit costs based on increases in statutory and other benefits calculated as a percentage of earnings.
 - The 2025 Budget also includes a provision to review pay bands that were not addressed as part of the review undertaken and reflected in the 2024 Budget, to ensure all pay bands are aligned with market comparators and internal equity is maintained.
- 2.05% or \$1.3 million increase for an additional 10.0 full-time equivalents (FTEs) recommended as strategic investments in the 2025 Budget. Of the 10.0 FTEs, 5.0 FTEs (\$655,000) are either fully or partially funded by recoveries from capital projects and 1.0 FTE (\$121,000) is fully funded through additional revenues.

2025 Compensation Summary

	2023	2024	2025			Change
	Compensation Budget	Compensation Budget	Compensation Inc/(Dec)	Strategic Investments	Compensation Budget	
Infrastructure Planning & Policy	\$ 6,901,331	\$ 7,530,581	\$ 352,908	\$ 141,262	\$ 8,024,750	6.56%
Engineering & Construction	13,154,653	14,126,008	646,185	115,029	14,887,221	5.39%
Water & Wastewater System Services	18,604,031	18,992,319	873,727	709,795	20,575,841	8.34%
Water & Wastewater Treatment	24,061,976	24,528,131	1,176,560	372,071	26,076,762	6.31%
Total	\$ 62,721,990	\$ 65,177,039	\$ 3,049,379	\$ 1,338,157	\$ 69,564,575	6.73%
Compensation Increase			4.68%	2.05%	6.73%	

Staff Complement

As shown in the following table, the additional staff complement proposed in the 2025 Rate-Supported Budget as strategic investments is 10.0 FTEs or a 2.00% increase, which results in a total complement of 509.0 FTEs.

2025 Complement Summary

	2023	2024	2025		Change
	Budgeted Staff Complement	Budgeted Staff Complement	Strategic Investments	Budgeted Staff Complement	
Infrastructure Planning & Policy	51.0	51.0	1.0	52.0	1.96%
Engineering & Construction	95.0	98.0	1.0	99.0	1.02%
Water & Wastewater System Services	155.0	160.0	5.0	165.0	3.13%
Water & Wastewater Treatment	190.0	190.0	3.0	193.0	1.58%
FTE	491.0	499.0	10.0	509.0	2.00%

Materials & Supplies – \$342,000 increase

- \$600,000 increase for hydro due to higher rates.
- (\$32,000) decrease in office supplies to reflect reduced need.
- (\$43,000) savings due to the removal of one-time hardware and software costs.
- (\$187,000) decrease in various materials and supplies due to lower demand based on historical spending trends

Purchased Services – \$1.3 million increase

- \$750,000 increase for plant maintenance purchased services due to growth of the system, which continues to increase the number of assets to be maintained, as well as contract cost increases.
- \$347,000 increase in contracted services due to higher costs for contract renewals and a greater number of jobs expected to require larger, more complex repairs.
- \$226,000 increase in water billing charges from Local Hydro Distribution Companies due to a contracted rate increase of 2.5% and 1.4% customer growth.

- \$156,000 increase in biosolids haulage for contracted price increases.
- (\$129,000) decrease in professional fees due to reduced need for consulting services.

Financial & Rent Expenses – \$182,000 increase

- Increase mainly related to the rental of three flusher trucks rather than purchasing them through capital (planned vehicle purchases will not be required).

Allocated Charges/(Recoveries) – (\$1.8 million) increase in net recoveries

- (\$2.2 million) increase in capital recoveries to reflect project delivery costs, including 5.0 FTE additional staff resources proposed as strategic investments either fully or partially in support of the capital program.
- \$128,000 increase in charges from the Tax-Supported Budget mainly related to increases in fleet services and risk management.
- \$133,000 incremental charge from Digital and Information Services for a Network Analyst, SCADA, which will be critical in implementing and supporting the SCADA Master Plan in conjunction with Public Works.
- \$158,000 incremental charge from Development Services related to a Supervisor - Inspections proposed as a strategic investment to ensure inspections staff can adequately respond to the increased demand associated with the Region's housing and growth priorities.

Transfers to Reserves – Operating – \$8,000 increase

- \$8,000 increase mainly due to revised forecast for connection charge revenues, which are transferred to reserve at year-end.

Transfers from Reserves – Operating – \$8,000 decrease

- \$8,000 decrease in transfer to the Forestry reserve to offset forestry expenditures as a result of an inflationary increase to lease payments for use of the Cox Tract.

Corporate Support Charges – \$1.0 million increase

- Increase required to support expanding needs, including additional resources acquired through the 2024 strategic investments and to support the Region's Digital Strategy.

Capital Financing Expenditures – \$13.9 million increase

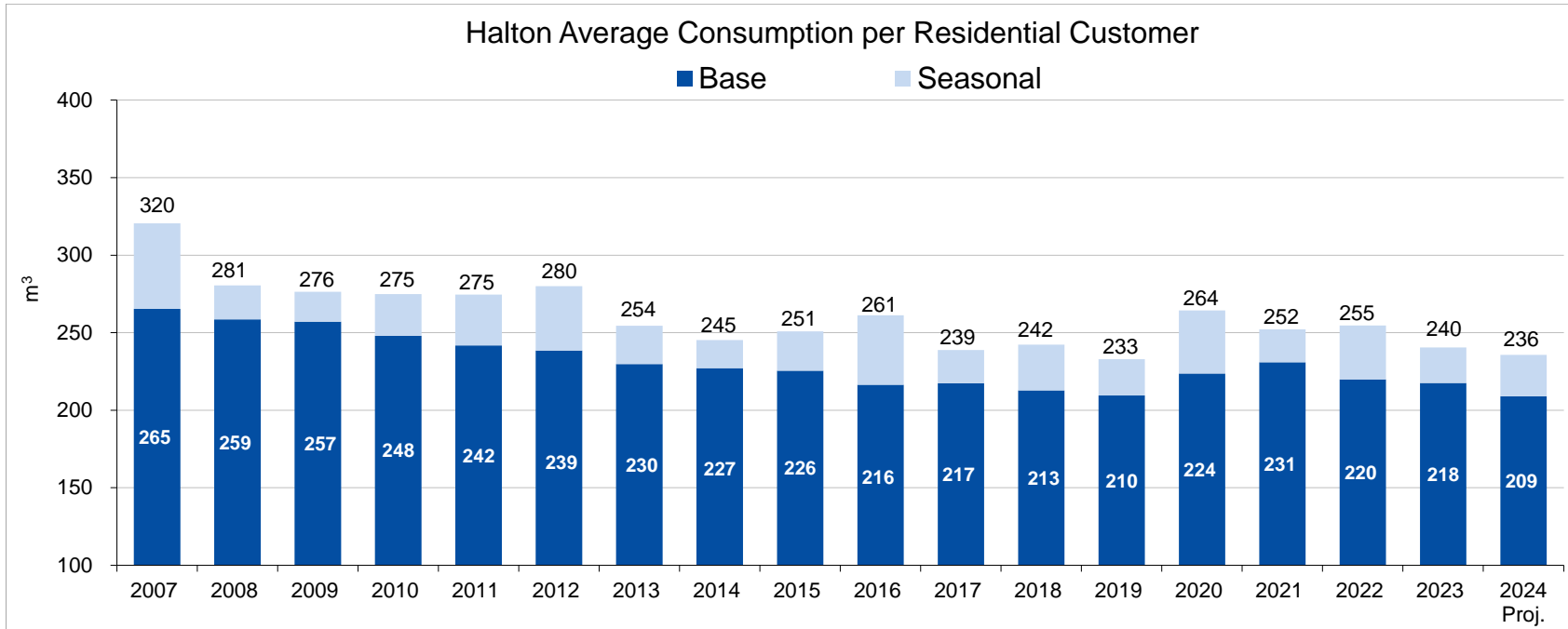
- \$18.4 million increase in transfers to capital reserves to support the Water and Wastewater State-of-Good-Repair capital program.
- \$257,000 increase to support new and replacement vehicles.
- (\$4.8 million) reduction in debt charges resulting from the retirement of debt.

Revenues

The \$291.4 million total gross expenditures in the Rate Budget are funded from water and wastewater utility revenues, program fees and other revenues.

Utility Revenues – As shown in the following graph, during the COVID-19 pandemic, there was an increase in residential water consumption as a result of the shift to more residents working from home. This trend has continued post-pandemic, although water consumption is starting to normalize to pre-pandemic usage trends. As such, the 2025 Budget continues to reflect 5-year actual average seasonal conditions and pre-pandemic consumption trends, with 0.0% consumption growth projected for 2025. The 10-year operating forecast maintains system-wide consumption of 53.3 million m³ over the first half of the forecast period, with annual increases of 0.5% projected in the last five years, increasing system-wide consumption to 54.7 million m³ by 2034 driven by the growth priorities of the Local Municipalities.

The 2025 Budget reflects a 1.4% increase in customer growth. The number of water and wastewater customers continues to grow, although at a slower rate than anticipated in the last several years. This trend is not expected to continue in the long term, as customer growth is anticipated to accelerate to accommodate the growth priorities of the Local Municipalities.



Other Revenues – \$3.7 million increase

In addition to water and wastewater rate revenue, a number of other revenues fund the water and wastewater program. As shown in the following table, the 2025 Budget includes \$23.1 million in other revenues, an increase of \$3.7 million over 2024.

Rate Program Fees & Other Revenues (\$000s)				
	2024	2025	Change in Budget	
Federal Funding	\$ 9,482	\$ 9,482	\$ -	0.0%
Investment Income	5,208	8,390	3,182	61.1%
Fees for Service	2,449	2,348	(101)	-4.1%
Sewer Discharge Agreements	1,200	1,750	550	45.8%
Bulk Water Charges	1,065	1,124	59	5.5%
Total	\$ 19,404	\$ 23,093	\$ 3,689	19.0%

Schedule may not add due to rounding.

Investment income is increasing by \$3.2 million to reflect the strong performance of the Region's investment portfolio over the past few years, and is utilized in the 2025 Budget to fund an increase in capital financing to support the Water & Wastewater state-of-good-repair capital program. Other increases include \$550,000 for higher sewer discharge agreement revenue based on a projected increase in the number of discharge agreements, and \$59,000 for higher bulk water charges based on the water rate increase. These increases are partially offset by \$101,000 lower fees for service as a result of the expiration of the Conservation Halton Interim Service Delivery Agreement for Ecological Review, partially offset by inflationary increases on user fees where applicable.

The 2025 Budget also includes Federal funding of \$9.5 million from the Canada Community-Building Fund, which is used to fund the Water and Wastewater State-of-Good-Repair capital programs and is unchanged from the 2024 Budget.

2025 Rate Strategic Investments

The 2025 Rate-Supported Budget includes 10.0 FTE proposed as strategic investments resulting in a net rate impact of \$909,000:

- A Project Manager III and Operations Support Coordinator, with a rate impact of \$297,000, are required to support health and safety and technical training programs for front line operations as well as the coordination of key operational changes required to ensure compliance with evolving regulations.
- 2.0 Maintenance Planner FTEs, with a rate impact of \$269,000, are required to provide maintenance planning services as a result of increases in the volume and complexity of critical assets.
- An Industrial Waste Technician is required for field sampling, inspections and enforcement of the Wastewater By-law as a result of growth in the Industrial Waste program. The Industrial Waste Technician will support the protection of wastewater infrastructure by providing by-law education and enforcement, including investigation of wastewater system upsets by tracking and tracing material in the sewershed. The cost of this investment will be fully offset by increased sewer discharge agreement revenues projected as a result of the recent increase in overstrength and sanitary discharge agreements.
- 4.0 FTEs (3.0 Project Manager II FTEs and 1.0 Project Coordinator FTE) are required to facilitate and streamline capital project delivery of Regional infrastructure to support the growth priorities of the Local Municipalities. These positions will support and will therefore be fully recovered from the Capital Budget with no net rate impact.
- A Project Manager II (partially recovered from the Capital Budget with a net rate impact of \$51,000) is required to lead the implementation of the Asset Management Plan, including projects to prioritize investment for critical Public Works infrastructure assets and implement new asset management tools to support the State-of-Good-Repair Capital Budget.

In addition to the investments listed above, the 2025 Rate-Supported Budget also includes charges from the Tax-Supported Budget related to a Supervisor, Inspections and Network Analyst SCADA as detailed in the Tax Budget Overview. Additional information related to these initiatives can be found in the Strategic Investments section.

10-Year Water & Wastewater Operating Budget & Forecast

The rate forecast has been prepared based on current financing plans approved by Council to maintain levels of service. The following budget assumptions have been incorporated into the 10-year forecast:

- General inflation of 2.0% where applicable.
- Inflationary increases on chemicals with additional increases over the second half of the forecast to accommodate growth in water consumption.
- Hydro increases of 2.0% to 4.0%.
- Plant Maintenance increases ranging from 2.0% to 6.0% to reflect inflationary increases and the acceleration of infrastructure to support growth.
- Customer growth ranging from 1.4% to 3.0%.
- Consumption growth of 0.0% to 0.5%.
- Transfers to support the State-Of-Good-Repair capital program based on the financing plan for the Capital Budget.
- Debt financing rate of 5.0%.

Potential pressures on the 10-year forecast include:

- Growth of the system required to meet the Provincial Housing Target and the Local Municipalities' Housing Pledges.
- Changes in residential and industrial customer growth.
- The full Impacts of Bill 23 that are not yet known, however, the ongoing effects of the legislative changes will be monitored and reported in the annual DC Reserve Fund Report
- Provincial energy policy changes impacting the Industrial Conservation Initiative program and Ontario's Comprehensive Electricity Plan.
- Price impacts over and above the estimated inflationary assumptions.
- Impact of capital financing that may be required based on Asset Management Plan updates resulting from the Halton Region Asset Management Roadmap Implementation Plan.
- Reductions in consumption per customer.
- Increase in costs to maintain the system based on growing infrastructure.
- Overall economic conditions.

The Water and Wastewater Rate Forecast has been prepared to maintain the operating cost increases at or below the rate of inflation and ensure that the funding for the repair and replacement of the water and wastewater infrastructure is financially sustainable. As shown in the following table, the rate forecast anticipates increases in a range between 4.3% and 5.0% over the forecast period, with over half of the increase (2.5% to 3.0%) required to support the capital expenditure financing to maintain the State-of-Good-Repair capital program. The 2025 rate increase is higher than the rate increase projected in the 10-Year Operating Forecast in the 2024 Budget and Business Plan mainly due to increased capital financing expenditures to support the State-of-Good-Repair capital program.

The extended period of high inflation and continuing global inflationary trends has had a significant impact on the cost of goods, services and construction, and continues to be a significant driver of the increases in the 2025 capital and operating budgets required to maintain core services. Continued periods of high inflation and cost escalations coupled with the increase in construction in the GTHA to support the housing targets will put additional pressure on future years' budgets. It is expected that it will take a number of years to recover from the high impacts of inflation experienced over the past several years. For Rate-Supported Services, the increases required to operate and maintain the water and wastewater system are projected at or below the rate of inflation throughout the forecast.

In addition to changes through Bill 23, the demand for infrastructure has been accelerated to achieve the Provincial housing target to achieve 1.5 million homes by 2031. The 2025 Budget and Business Plan has been prepared based on current master plans and financing plans approved by Council to maintain levels of service. These plans will need to be updated and refined to support the acceleration of infrastructure and the cost changes are unknown. Further, extended periods of high inflation have had significant pressures on the cost of delivering infrastructure and the risk that this continues could impact future budgets. In combination with the changes to the *Development Charges Act* through Bill 23 and Bill 185, which eliminate and restrict Development Charge collections limiting the Region's ability to fund capital works, without alternate sources of funding, these changes could have an impact on existing taxpayers and the delivery of services.

As presented through Report No. **PW-01-22/FN-11-22/DI-01-22** re: "Asset Management Program and Lifecycle Models Update", the Asset Management Plan demonstrates sound stewardship of the Region's existing assets to support services at desired levels and to ensure financial sustainability. Financing for the State-of-Good-Repair capital program has been increased based on the Asset Management Program, necessitating a rate increase between 2.5% and 3.0% over the forecast period compared to a rate increase between 2.4% and 2.9% projected in the 2024 forecast. These annual operating contributions to reserves from utility rate revenues will continue to be assessed each year as part of the annual Water and Wastewater Rate Forecast.

As reported in July 2023, through Report No. **LPS56-23/PW-31-23/FN-29-23** re: "Allocation Program and Request for Expression of Interest Update", Halton is in the process of updating the water, wastewater and roads masterplans that were currently only developed to support growth to 2031. These masterplans will take into consideration the accelerated growth till 2031 and will include expenditures to support growth to 2051. The cost associated with the new growth will be incorporated into the budget once approved.

Maintaining Regional assets and infrastructure in a state-of-good-repair is a key priority. Growth of the system continues to increase the number of assets to be maintained, putting pressure on the existing operating budgets and maintenance programs. These pressures are anticipated to increase with acceleration of infrastructure to support the growth priorities of the Local Municipalities. As such, maintenance provisions above inflation have been factored into the forecast assist in maintaining assets in a state-of-good-repair. Staff are continuing to optimize the Reliability Centred Maintenance program with a focus on maximizing asset life cycle through refurbishments which will continue to have a favourable impact on mitigating the cost increases for the 10-year State-Of-Good-Repair capital budget for the treatment plants.

During the COVID-19 pandemic, there was an increase in residential water consumption as a result of the shift to more residents working from home. This trend has continued post-pandemic, although water consumption is starting to normalize to pre-pandemic usage trends. As such, the 2025 Budget continues to reflect 5-year actual average seasonal conditions and pre-pandemic consumption trends, with 0.0% consumption growth projected for 2025. The 10-year operating forecast maintains system-wide consumption of 53.3 million m³ over the first half of the forecast period, with annual increases of 0.5% projected in the last five years, increasing system-wide consumption to 54.7 million m³ by 2034 driven by the growth priorities of the Local Municipalities.

The 2025 Budget reflects a 1.4% increase in customer growth. The number of water and wastewater customers continues to grow, although at a slower rate than anticipated in the last several years. This trend is not expected to continue in the long term, as customer growth is anticipated to accelerate to accommodate the growth priorities of the Local Municipalities.

Ten Year Operating Budget Forecast for Rate-Supported Services (\$000s)										
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Requested Budget	Forecast								
Water Treatment and Distribution	\$ 56,968	\$ 59,721	\$ 62,184	\$ 64,812	\$ 67,744	\$ 71,373	\$ 75,390	\$ 79,622	\$ 84,175	\$ 89,003
Wastewater Treatment and Collection	68,377	71,682	74,638	77,791	81,311	85,667	90,488	95,568	101,032	106,828
Infrastructure Management	142,992	152,113	161,724	171,655	182,083	193,677	205,900	218,430	231,658	245,696
Net Program Impact	\$ 268,337	\$ 283,515	\$ 298,546	\$ 314,258	\$ 331,138	\$ 350,717	\$ 371,778	\$ 393,619	\$ 416,865	\$ 441,527
Customer Growth	1.4%	1.4%	1.7%	2.0%	2.5%	3.0%	3.0%	3.0%	3.0%	3.0%
Consumption Growth	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.5%
Annual Water Consumption m ³ (000s)	53,340	53,340	53,340	53,340	53,340	53,607	53,875	54,144	54,415	54,687
Rate Increase	5.5%	5.0%	4.6%	4.6%	4.5%	4.5%	4.4%	4.3%	4.3%	4.3%
Rate Impact:										
State-of-Good-Repair	4.9%	3.0%	2.9%	2.9%	2.8%	2.6%	2.6%	2.5%	2.5%	2.5%
Operating Expenses	0.6%	2.0%	1.7%	1.7%	1.7%	1.8%	1.9%	1.8%	1.9%	1.9%
Residential Bill (226 m³ p.a.)	\$ 1,173	\$ 1,232	\$ 1,288	\$ 1,347	\$ 1,408	\$ 1,471	\$ 1,536	\$ 1,602	\$ 1,671	\$ 1,743
\$ Increase	\$ 61	\$ 59	\$ 57	\$ 59	\$ 61	\$ 63	\$ 65	\$ 66	\$ 69	\$ 72

Schedule may not add due to rounding

Rate Budget Forecast as Projected in the 2024 Budget										
Annual % Rate Increase	4.5%	4.5%	4.5%	4.5%	4.4%	4.4%	4.3%	4.3%	4.3%	4.3%
Rate Impact:										
State-of-Good-Repair	2.8%	2.9%	2.9%	2.9%	2.6%	2.5%	2.4%	2.4%	2.5%	2.5%
Operating Expenses	1.7%	1.6%	1.6%	1.6%	1.8%	1.9%	1.9%	1.9%	1.9%	1.9%

Water & Wastewater Budget

The Region's Water & Wastewater Rate-Supported Budget provides for the delivery of safe, clean drinking water and the effective treatment of wastewater. The Public Works department delivers the Water & Wastewater program through systems that include twelve water treatment plants and six wastewater treatment plants.

Budget Impacts

The 2025 Rate-Supported Budget total net expenditures are increasing by \$15.7 million or 6.2%. Combined with customer growth, this results in a 5.5% rate increase, which equates to a \$61 annual increase per typical residential customer (consuming 226 m³ per year).

Water & Wastewater Divisional Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Water & Wastewater Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Rate Impact	Net Rate Impact	2025 - 2024		
Water Treatment and Distribution	\$ 48,701	\$ 14,847	\$ 63,549	\$ (6,581)	\$ 56,968	\$ 56,416	\$ 552	1.0%	
Wastewater Treatment and Collection	61,786	13,338	75,124	(6,747)	68,377	67,094	1,283	1.9%	
Infrastructure Management	22,381	130,376	152,758	(9,765)	142,992	129,135	13,858	10.7%	
Total	\$ 132,868	\$ 158,562	\$ 291,431	\$ (23,093)	\$ 268,337	\$ 252,645	\$15,693	6.2%	
2024 Budget	\$ 126,880	\$ 145,169	\$ 272,049	\$ (19,404)	\$ 252,645				
\$ Change	5,988	13,394	19,382	(3,689)	15,693				
% Change	4.7%	9.2%	7.1%	19.0%	6.2%				
FTE					485.0	475.0	10.0	2.1%	

Schedule may not add due to rounding.

The increase is mainly driven by a \$13.9 million increase in capital financing to support the State-of-Good-Repair capital program. In addition, 10.0 FTEs are proposed as strategic investments as detailed in the Strategic Investments section. The strategic investments also include a chargeback from the Digital and Information Services Department for a Network Analyst, SCADA, which will be critical in implementing and supporting the SCADA Master Plan in conjunction with Public Works, and a chargeback from Development Services for a Supervisor - Inspections to ensure inspections staff can adequately respond to the increased demand associated with the Region's housing and growth priorities. These cost pressures are partially mitigated by savings and efficiencies, including increased investment income realized through the strong performance of the Region's investment portfolio.

Hydro

Hydro is a major component of the Rate-Supported Budget, with rate-supported services budgeted to use more than 111 million kilowatt hours of hydro per year, or approximately 82% of the Region's electricity consumption (excluding Police Services). As shown in the following table, hydro savings achieved 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, have been fully realized. As a result, increases to the hydro budget are anticipated to be required on a go-forward basis. This is reflected in the 2025 Budget, with an increase of \$600,000 compared to the 2024 Budget. Staff will continue to review the eligibility of additional facilities to participate in the Industrial Conservation Initiative on an annual basis in an attempt to further mitigate hydro costs.

Rate-Supported Hydro Costs & Consumption							
	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Projection	2025 Budget
Cost (\$000s)	\$ 13,168	\$ 12,556	\$ 12,654	\$ 13,298	\$ 12,791	\$ 13,291	\$ 13,391
Kilowatt hours (000s)	111,014	108,889	111,267	111,230	111,267	111,230	111,230

Water and Wastewater Maintenance Program

The 2025 Rate-Supported Operating Budget provides \$24.4 million for the ongoing repair and maintenance of the water and wastewater system, which is an increase of \$1.6 million or 7.0%, from the 2024 Budget. Growth of the system, which continues to increase the number of assets to be maintained, coupled with market increases in contracted labour and material costs, continues to put pressure on the existing operating budgets and maintenance programs. The volume of work to be planned has grown significantly, resulting in a backlog that exceeds the capacity of the team. As a result, 2.0 Maintenance Planner FTEs are being proposed as strategic investments to help manage the increased volume of maintenance work.

Staff are continuing to optimize the Reliability Centred Maintenance program to provide an optimum maintenance program that strives for zero unplanned operational interruptions, with a focus on planning and scheduling to realize the value of Halton Region's Water and Wastewater critical assets efficiently and effectively. This focus on maximizing asset life cycle through refurbishments will continue to have a favourable impact on mitigating the cost increases for the 10-year State-of-Good-Repair capital budget for the treatment plants.

Water & Wastewater Capital Budget & Forecast Overview

The Water and Wastewater capital program consists of the Development program and the State-of-Good-Repair (Non-Development) program. The Development program facilitates the infrastructure required to provide new and expanded capacity, distribution and conveyance systems to support the anticipated growth in Halton. The development-related infrastructure requirements for 2025-2026 stem from the 2023 Allocation Program as detailed in Report No. **CA-02-24/PW-04-24/FN-05-24**, re: "Revised 2023 Allocation Program". Although these expenditures are not part of the 10-year capital budget, they have been estimated and included to highlight the program's scope. In addition, for the years 2032, 2033, and 2034, estimates are based on the seven-year average since expenditures beyond 2031 will require updated water and wastewater master plans to align with the new planning period. In the 2025 Capital Budget, project timelines and cost estimates from the 2020 Allocation Program and 2023 Allocation Program were reviewed and adjusted as needed. The changes outlined in Appendix B and Appendix C respectively of the **2025 Capital Report**, provided separately, were mainly influenced by revised cost estimates due to project advancements, inflation, and supply chain and contractor constraints.

The State-of-Good-Repair program sets out the rehabilitation, upgrade and replacement needs for existing capital infrastructure as updated in the Asset Management Report (Report No. **PW-01-22/FN-11-22/DI-01-22**). 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 2025 10-year Water and Wastewater capital program (including the 2023 Allocation Program and 2032, 2033 & 2034 development water and wastewater estimates) is \$4.2 billion. Of the \$4.2 billion 10-year Rate Capital Plan, \$2.5 billion is presented to Council for approval as part of the 2025 Budget and Business Plan and \$1.7 billion is related to the 2023 Allocation Program and development water and wastewater estimates for 2032, 2033 & 2034 which is approved through separate reports.

Water Treatment and Distribution

Water Treatment is responsible for the reliable provision of clean, safe drinking water in accordance with all legislative requirements. Water Treatment operates and maintains twelve water treatment plants: three surface water, or lake-based sources (Burlington, Burloak and Oakville) and nine groundwater, or well-based sources. These facilities employ a multi-barrier treatment approach and highly trained, licenced operators to ensure that the drinking water produced complies with all Provincial and Federal regulations, approvals, and standards, as monitored through regular laboratory analysis and reporting to support compliance. Operations and maintenance staff manage water treatment facility assets through planned and preventive maintenance programs.

Water Distribution is responsible for the operation and maintenance of water system infrastructure and distributes over 53 billion litres of safe drinking water to more than 170,000 Residential and Industrial, Commercial and Institutional customers 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 2,400 kilometres of watermains, 22 water reservoirs, 16 booster pumping stations, over 15,000 hydrants, and 22,000 valves. In addition to continuous monitoring at reservoirs and booster pumping stations, licensed operators sample and test drinking water more than 5,000 times annually. Operations staff manage the water distribution system through preventive and reactive maintenance programs and respond to customer service inquiries, including 24/7 emergency response.

Budget Impacts

The 2025 Operating Budget for Water Treatment and Distribution is \$57.0 million which reflects a net increase of \$552,000, or 1.0%. This increase is due to inflationary cost adjustments applied where necessary to maintain service levels, partially offset by increased investment income realized through the strong performance of the Region's investment portfolio.

The 2025 Budget also includes the following strategic investments to support both Water Treatment and Distribution and Wastewater Treatment and Collection:

- 1.0 FTE Project Manager III and 1.0 FTE Operations Support Coordinator to oversee regulatory compliance activities and support health and safety initiatives
- 2.0 FTE Maintenance Planners to help manage the increased volume of maintenance work.
- A chargeback from the Digital and Information Services Department for a Network Analyst, SCADA, which will be critical in implementing and supporting the SCADA Master Plan in conjunction with Public Works.
- A chargeback from Development Services for a Supervisor - Inspections to ensure inspections staff can adequately respond to the increased demand associated with the Region's housing and growth priorities.

Water Treatment and Distribution Divisional Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Water Treatment and Distribution	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Rate Impact	Net Rate Impact	2025-2024		
Plant Operations	\$ 15,298	\$ 6,001	\$ 21,299	\$ (2,130)	\$ 19,169	\$ 19,673	\$ (504)	-2.6%	
Plant Maintenance	6,264	1,128	7,393	-	7,393	6,776	616	9.1%	
Distribution Operations & Maintenance	18,345	3,734	22,079	(3,780)	18,299	18,530	(232)	-1.3%	
Service Connections	1,607	-	1,607	(249)	1,358	1,252	106	8.5%	
Water Pumping Stations	7,179	3,572	10,750	-	10,750	10,185	565	5.5%	
Cross Connection Control	8	413	421	(421)	-	-	-	0.0%	
Total	\$ 48,701	\$ 14,847	\$ 63,549	\$ (6,581)	\$ 56,968	\$ 56,416	\$ 552	1.0%	
2024 Budget	\$ 46,962	\$ 14,358	\$ 61,321	\$ (4,905)	\$ 56,416				
\$ Change	1,739	489	2,228	(1,676)	552				
% Change	3.7%	3.4%	3.6%	34.2%	1.0%				

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 2025 Water Plant Operations budget reflects a decrease of \$504,000, or 2.6%. This decrease is driven by increased investment income realized through the strong performance of the Region's investment portfolio, partially offset by inflationary cost adjustments applied where necessary to maintain service levels.

The volume of treated drinking water is driven by many factors, including the amount of warm weather experienced in the Region, rainfall, population growth, the type and age of the homes being served, as well as the number and types of businesses being served. In general, the volume of drinking water treated from both the Region's groundwater-based and surface water-based systems has increased only moderately in recent years despite a growing population, mainly attributable to the Region's water conservation program, changes to the Ontario Building Code and increased environmental awareness among Halton's residents and businesses to conserve water.

Hydro consumption at the water treatment plants depends on the level of treatment, size, quantity, type, and age of equipment in the individual treatment plants. Enhancements to the levels of treatment to improve water quality at the Region's water treatment plants, as well as expansions, can increase annual electricity demand. Halton staff actively manage hydro use where feasible and continue to seek efficiencies through conservation in electricity in accordance with the Region's energy management plan.

The Region has maintained an excellent compliance rating within a stringent regulatory framework over the past five years and aims to continue this trend.

Water Plant Operations	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Megalitres of Treated Drinking Water (Ground Water based)	8,608	8,801	8,447	8,595	8,620
Megalitres of Treated Drinking Water (Surface Water Based)	56,295	58,270	56,495	56,650	56,990
Megalitres of Treated Drinking Water (Total)	64,903	67,071	64,942	65,245	65,610
Water Plant Operations Cost / Megalitre of Water Treated	\$246	\$256	\$284	\$296	\$292
Hydro Consumption / Megalitre of Water Treated	453.8	443.1	445.7	443.6	441.2
Percent of Compliance on Drinking Water Inspections *	100.0%	100.0%	100.0%	100.0%	100.0%

* Based on Ministry of the Environment, Conservation and Parks Inspection Report

Water Plant Maintenance manages a reliability centered maintenance program for all 12 of the Region’s water treatment plants through a combination of tactics that include preventive and condition-based predictive maintenance conducted by certified and competent tradespersons and staff. Plant maintenance work also includes corrective and emergency repairs, and the coordination of contractors and specialized trades conducting technical work at water plants.

The Water Plant Maintenance budget for 2025 reflects an overall increase of \$616,000, or 9.1%, mainly due to growth of the system resulting in an increased number of assets to be maintained coupled with market increases in labour and material costs.

Staff are continuing to optimize the Reliability Centred Maintenance program to provide an optimum maintenance program that strives for zero unplanned operational interruptions, with a focus on planning and scheduling to efficiently and effectively realize the value of Halton Region’s Water Treatment critical assets. This focus on maximizing asset life cycle through refurbishments will continue to have a favourable impact on mitigating the cost increases for the 10-year State-Of-Good-Repair capital budget for the treatment plants.

Water Plant Maintenance	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Internal Maintenance Hours by Type: Proactive Maintenance	14,992	12,934	12,506	13,506	14,506
Internal Maintenance Hours by Type: Reactive Maintenance	1,620	1,088	1,161	1,045	940
Plant Maintenance cost as a Percentage of Replacement Asset Value (RAV)	0.70%	0.69%	0.57%	0.55%	0.53%
Plant Process Downtime Hours – 5 year rolling average	597	1,400	1,233	707	759

Water Plant Maintenance devotes a significant number of hours to proactive (planned and scheduled) maintenance, ensuring that the critical assets of the plant are reliable, and highly regulated drinking water systems are compliant with regulations. As a result of the proactive maintenance, reactive (unscheduled) maintenance both partial and full functional asset failure risks are mitigated. In general, the maintenance program is working towards excellence in public sector Maintenance and reliability best practice with an increased reliance on predictive maintenance technology, asset data and information and developing skilled maintenance staff to meet the needs of the Asset portfolio.

Distribution Operations & Maintenance includes all activities necessary to protect the integrity of the water distribution network of watermains and appurtenances, as well as ensuring that they are functioning properly. Water distribution operators complete preventive and reactive maintenance and repairs to sustain the distribution network and ensure an uninterrupted supply of safe drinking water. Operators also respond to customer requests for service, such as frozen water service complaints and conducting water quality tests.

The 2025 Distribution Operations & Maintenance budget is decreasing by \$232,000, or 1.3% mainly due to increased investment income realized through the strong performance of the Region’s investment portfolio, partially offset by inflationary cost increases applied where required to maintain service levels and increased corporate support costs to support the Region’s Digital Strategy.

Growth of the Region’s water distribution network continues to increase the number of assets including pipes, service connections, water meters, and fire hydrants being operated and maintained.

Over the last five years, the Region has maintained a high level of compliance to drinking water standards. Water quality is continuously monitored throughout the distribution system to ensure safe, high-quality drinking water. The total volume of drinking water distributed has varied over the past four years mainly due to changing seasonal conditions, as well as increased base residential water consumption.

Distribution Operations & Maintenance	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Annual Number of Watermain Breaks	115	101	85	98	100
Number of Watermain Breaks / 100 Kilometres of Watermain	4.9	4.3	3.5	4.0	4.0
Number of Kilometres of Watermain Operated and Maintained	2,350	2,366	2,402	2,438	2,475
Megalitres of Drinking Water Distributed - m ³ (000's)	54,552	56,139	54,313	54,879	53,340
Water Loss Rate - Percent	15.9%	16.3%	16.9%	16.4%	16.4%
Cost / Kilometre of Watermain Operated and Maintained	\$4,505	\$4,745	\$5,146	\$7,639	\$7,181
Number of Customer Service Inquiries	281	211	415	300	300
Percent of Compliance to Drinking Water Standards in the Distribution System*	100.0%	100.0%	100.0%	100.0%	100.0%
Number of Fire Hydrants Operated and Maintained	14,635	14,932	15,126	15,353	15,583

* Based on Ministry of the Environment, Conservation and Parks Inspection Report

The cost to operate and maintain the distribution network is affected by external factors required to deliver services throughout the Region, such as the cost for energy, materials, supplies, and equipment, as well as changing weather patterns. Significant efforts continue to be made to mitigate the pressures of rising costs, such as the optimization of operating and maintenance programs to ensure the most efficient use of resources. The kilometres of watermains (and the associated number of valves and hydrants within the distribution network) continue to expand as the Region grows. Operational programs continue to evolve to meet the demands of maintaining the infrastructure as efficiently as possible while continuing to recognize the need to manage overall operating costs. Programs will focus on remediating assets that are breaking down frequently or becoming increasingly costly to repair on a reactive basis.

Halton will improve the resiliency of the distribution system by focusing on preventive maintenance and repairs of critical valves, protection valves and valve chambers. These activities are critical to protecting the Region's infrastructure, environment, and customers. Preventive maintenance of older fire hydrants proactively identifies age-related deficiencies. In 2025, a continued focus on replacing or repairing deficient hydrants will ensure that adequate fire protection is available across the Region. Fire flow testing measures the flows and pressure from hydrants and ensures that they are delivering sufficient water for fire fighting. This critical information is also provided to the Fire Department.

To ensure the integrity of the infrastructure is maintained, the Region completes annual capital programs to replace aging watermains and preventive maintenance programs that ensure pipes are in good condition and function as intended. Early detection of deficiencies that could potentially lead to breaks allows the Region to

take action before a break occurs. The success of these programs is demonstrated by the number of watermain breaks per year, which is one of the lowest rates of annual watermain breaks amongst neighbouring municipalities. By minimizing watermain breaks through investment in capital renewals and optimization of maintenance programs, water system losses are reduced. The annual number of watermain breaks has been below the threshold of 100 per year for two of the last five years.

Service Connections maintenance is related to maintaining the public water services that connect each residence and business to the Region’s water network. Water distribution operators maintain curb boxes and respond to customer inquiries related to water pressure and flow.

The 2025 Budget is increasing by \$106,000, or 8.5%, as a result of higher contract renewal costs for service connection repairs due to larger, more complex repair jobs planned.

Service Connections	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Service Connections Operated and Maintained (000s)	168	170	171	174	176
Number of Water Meters Maintained (000s)	168	169	171	172	173

As shown in the table above, the number of water service customers has been growing each year, increasing the number of service connection repairs and meters being maintained.

The proactive maintenance program for large meters (40 mm and greater) will continue, prolonging the life of the meters and ensuring that the volume of water being recorded is accurate. Based on the results of meter testing, the meter replacement program will be optimized to ensure that larger meters are scheduled for replacement when the accuracy of the measured volume degrades. The Advanced Metering Infrastructure (AMI) project will complement the proactive maintenance and reactive maintenance programs with meter replacements being completed along with the installation of a radio transmitter.

Water Pumping Stations – Operations and Maintenance of reservoirs and pumping stations refers to the activities that are carried out to ensure that the outlying facilities - reservoirs, towers and the booster pumping stations - are in good condition and functioning properly. Reservoirs and towers store drinking water to ensure an uninterrupted supply of water and fire protection, and booster pumping stations are used to maintain water pressure and pump water from the water facilities to homes and businesses across the Region.

These outlying facilities contain more than 2,000 critical pieces of equipment that are inspected and maintained on a regular basis. At some outlying facilities, drinking water is re-chlorinated to ensure it is safe at all times. Critical equipment is maintained to ensure uninterrupted service by implementing planned and preventive maintenance programs, providing corrective and 24/7 emergency repair services, as well as coordinating contractors and specialized trades conducting maintenance work.

The 2025 Budget is increasing by \$565,000, or 5.5%, mainly due to increased hydro rates and inflationary cost increases applied where necessary to maintain service levels.

Water Pumping Stations	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Pumping Stations Operated and Maintained	15	15	15	16	16

Optimization of the Reliability Centered Maintenance program will continue to be a focus in 2025. Optimization will include work process improvements, such as increased utilization of internal resources to complete work. This will ensure that preventive and corrective maintenance programs for mechanical and electrical systems and instrumentation at reservoirs and booster pumping stations provide the best value and that critical pumps, valves, controls and instruments continue to be in a state-of-good-repair. There will be an increased focus on completing larger corrective maintenance projects to extend the life of assets and ensure they will operate reliably for years to come.

The **Cross Connection Control** program serves to protect the municipal water distribution system and prevent contamination from non-drinking water sources by requiring all industrial, commercial and institutional (ICI), and multi-unit residential property owners to install and maintain backflow prevention devices.

Cross Connection Control	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Customers	9,106	9,209	9,251	9,260	9,350
Number of Testing and Inspection Reports	7,468	5,786	7,770	8,000	8,000

The 2025 Budget is decreasing by \$15,000, or 3.8%, mainly due to inflationary increases on user fees. This program is fully funded by user fees received from ICI and multi-residential property owners related to testing and inspection reports for the program.

Wastewater Treatment and Collection

Wastewater Treatment is responsible for the safe, efficient, and effective removal of contaminants from wastewater prior to discharging it into the environment. There are currently six active wastewater treatment plants servicing Halton Region, as well as a centrally located Biosolids Management Centre where solids generated as part of the treatment process are transported for further processing for land application.

Wastewater is treated in a safe and responsible manner that complies with all Provincial and Federal regulations, approvals, and standards, as monitored through regular laboratory analysis and reporting to support compliance. Operations and maintenance staff manage wastewater treatment facility assets through planned and preventive maintenance programs.

Wastewater Collection is responsible for collecting and conveying wastewater from residential, commercial, and industrial customers in six separate catchment areas of the wastewater treatment plants (WWTPs). Halton collects around 90 billion litres of wastewater every year in a safe, and environmentally responsible manner in accordance with all legislated requirements. Wastewater Collection operates and maintains more than 2,000 kilometres of sewer mains and 83 pumping stations. Operations staff manage the wastewater collection system by undertaking preventive and reactive maintenance programs, providing customer service, and responding to emergencies 24/7.

Budget Impacts

The 2025 Operating Budget for Wastewater Treatment and Collection is \$68.3 million which represents a net increase of \$1.3 million, or 1.9% over the 2024 Budget. This increase is mainly due to inflationary cost adjustments applied where necessary to maintain service levels, partially offset by increased investment income realized through the strong performance of the Region's investment portfolio. The budget also includes 1.0 FTE Industrial Waste Inspector being proposed as a strategic investment to support the growing Industrial Waste program, which is fully offset by increased Industrial Waste revenue.

The 2025 Budget also includes the following strategic investments to support both Water Treatment and Distribution and Wastewater Treatment and Collection:

- 1.0 FTE Project Manager III and 1.0 FTE Operations Support Coordinator to oversee regulatory compliance activities and support health and safety initiatives
- 2.0 FTE Maintenance Planners to help manage the increased volume of maintenance work.
- A chargeback from the Digital and Information Services Department for a Network Analyst, SCADA, which will be critical in implementing and supporting the SCADA Master Plan in conjunction with Public Works.
- A chargeback from Development Services for a Supervisor - Inspections to ensure inspections staff can adequately respond to the increased demand associated with the Region's housing and growth priorities.

Wastewater Treatment and Collection Divisional Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Wastewater Treatment and Collection	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Rate Impact	Net Rate Impact	2025-2024		
Plant Operations	\$ 28,265	\$ 4,697	\$ 32,962	\$ (2,099)	\$ 30,863	\$ 30,810	\$ 53	0.2%	
Plant Maintenance	10,394	1,300	11,693	-	11,693	10,969	724	6.6%	
Biosolids Management	2,967	788	3,755	-	3,755	3,617	138	3.8%	
Collection Operations & Maintenance	10,097	2,301	12,398	(2,462)	9,936	10,305	(370)	-3.6%	
Lateral Connections	1,602	-	1,602	(75)	1,527	1,407	120	8.5%	
Flood Mitigation Program	695	-	695	-	695	696	(0)	-0.1%	
Wastewater Pumping Stations	6,669	3,499	10,168	(260)	9,908	9,291	617	6.6%	
Industrial Waste	1,097	754	1,850	(1,850)	-	-	-	0.0%	
Total	\$ 61,786	\$ 13,338	\$ 75,124	\$ (6,747)	\$ 68,377	\$ 67,094	\$ 1,283	1.9%	
2024 Budget	\$ 58,936	\$ 12,725	\$ 71,660	\$ (4,566)	\$ 67,094				
\$ Change	2,850	614	3,464	(2,181)	1,283				
% Change	4.8%	4.8%	4.8%	47.8%	1.9%				

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 2025 Wastewater Plant Operations budget is increasing by \$53,000, or 0.2%, which is mainly due to inflationary cost adjustments reflected where applicable to maintain service levels, partially offset by increased investment income realized through the strong performance of the Region's investment portfolio.

The volume of wastewater treated has remained relatively stable over recent years. Factors such as population growth and wet weather that would normally increase flows have been offset by other influencing factors including changes to the Ontario Building Code requiring water efficient devices, concerted efforts by the Region to remove extraneous stormwater from the collection system, as well as water efficiency programs that increase awareness of environmental impacts of water use within Halton's residential and business communities. However, from year-to-year changes may be noticeable, especially if there are significant swings in weather patterns. As part of the implementation of the Region-wide Basement Flooding Mitigation program, the Region continues to invest in the Sewer System Optimization capital program and Weeping Tile and Downspout Disconnection programs to address sources of infiltration and to improve system performance, thereby further increasing the resiliency of the system to the impacts of future storm events. An overall increase in flows is anticipated to resume in the future as growth begins to outpace these offsetting factors.

Hydro consumption at the wastewater treatment plants depends on the level of treatment, size, quantity, type and age of equipment in the individual treatment plants. Enhancements to the levels of treatment to improve effluent quality at the Region's wastewater treatment plants, as well as expansions, can increase annual electricity

demand. Halton staff actively manage hydro use where feasible and continue to seek efficiencies through conservation in electricity in accordance with the Region's energy management plan.

Wastewater treatment consistently treats over 99.9% of wastewater to a secondary or better level of treatment. This treatment is critical in the protection of Halton's natural environment and its drinking and recreational water sources.

Wastewater Plant Operations	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Megalitres of Wastewater Treated	89,951	85,250	97,365	90,820	90,250
Wastewater Plant Operations Cost / Megalitre of Wastewater Treated	\$291	\$321	\$325	\$337	\$342
Hydro Consumption / Megalitre of Wastewater Treated	623.2	669.2	594.3	637.1	641.1
Treated Wastewater that Receives Secondary or Better Treatment Prior to Discharge into the Environment	99.9%	100.0%	100.0%	99.9%	99.9%

Wastewater Plant Maintenance provides maintenance services for all six of the Region's wastewater treatment plants and the Biosolids Management Centre through planned and preventive maintenance programs conducted by skilled tradespersons and experienced maintenance planning staff. Plant Maintenance services also include corrective and emergency repairs, and coordination of contractors and specialized trades conducting maintenance work at wastewater plants.

The 2025 Wastewater Plant Maintenance budget reflects an overall increase of \$724,000, or 6.6%, mainly due to growth of the system resulting in an increased number of assets to be maintained coupled with market increases in contract labour and material costs.

Wastewater Plant Maintenance	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Internal Maintenance Hours by Type: Proactive Maintenance	21,293	18,737	20,707	21,707	22,707
Internal Maintenance Hours by Type: Reactive Maintenance	1,837	2,202	1,922	1,730	1,557
Plant Maintenance cost as a Percentage of Replacement Asset Value (RAV)	0.53%	0.56%	0.54%	0.53%	0.52%
Plant Process Downtime Hours – 5 year rolling average	2,831	2,829	843	1,237	1,113

Staff are continuing to optimize the delivery of the Plant Maintenance program to provide an optimum maintenance mix that includes reliability-centred maintenance that will help efficiently and effectively realize the maximum value of Halton Region’s Wastewater Treatment Assets. Wastewater Treatment combines many complex biological, mechanical, chemical, and physical processes in a challenging environment to effectively treat wastewater. These challenges mean that some degree of unscheduled maintenance is unavoidable. Notwithstanding, the impact of increasing the robustness of the planned regular maintenance as part of the Reliability Centred Maintenance program has resulted in maintaining an uninterrupted level of service with zero unplanned treatment plant shutdowns and a corresponding reduction in unscheduled maintenance.

Biosolids Management – The 2025 Biosolids Management budget reflects an increase of \$138,000, or 3.8%, mainly due to inflationary cost adjustments reflected where applicable to maintain service levels.

Biosolids Management	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Tonnes of Bio-solids Treated and Land Applied	36,986	38,434	41,099	43,178	41,884
Cost / Tonne of Bio-solids Treated and Land Applied	\$84	\$94	\$77	\$90	\$90

In general, tonnes of biosolids treated and land applied is impacted by weather conditions.

Collection Operations & Maintenance includes all activities necessary to protect the integrity of the infrastructure network of pipes and maintenance holes, ensuring wastewater is effectively and efficiently collected and conveyed to the wastewater treatment plants. Wastewater Collection operators are responsible for completing preventive and reactive maintenance, such as routine and emergency sewer main flushing and repairs. Operators respond to customer requests for service, such as responding to reports of blocked sewer mains and overflowing maintenance holes.

The 2025 Collection Operations & Maintenance budget is decreasing by \$370,000, or 3.6%, mainly due to increased investment income realized through the strong performance of the Region’s investment portfolio, partially offset by higher corporate support costs to support the Region’s Digital Strategy and inflationary cost adjustments reflected where applicable to maintain service levels.

Collection Operations & Maintenance	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Kilometres of Wastewater Main Operated and Maintained	1,971	1,983	2,014	2,040	2,071
Cost per Kilometre of Wastewater Collection Network Operated and Maintained	\$4,587	\$4,486	\$4,474	\$5,014	\$4,799
Number of Main Line Wastewater Back-Ups / 100 Kilometre of Pipe	0.71	0.35	0.35	0.40	0.40
Number of Customer Service Inquiries	828	675	706	3,200	750

Wastewater collection infrastructure continues to increase to accommodate growth in the Region. As sewer mains, maintenance holes, pumps and other assets are added to the system, operations and maintenance programs are expanded to ensure that Halton remains compliant with standards and continues to provide uninterrupted conveyance of wastewater from households and businesses. Operational programs continue to evolve to meet the demands of maintaining the infrastructure as efficiently as possible. Using new technology to inspect the condition of wastewater pipes, cleaning programs are planned based on assessed condition. As reported through Report No. **PW-25-24** re: “July 15 and 16, 2024 Flood Response Update”, the increase in customer service inquiries in 2024 is related to major rain events experienced in July 2024, which resulted in a significant increase in inquiries related to basement flooding, including information regarding available subsidies and requests for in-home assessments by the Region. In 2025, operational resources will be effectively utilized by addressing the infrastructure in most need and expanding the inspection program to identify and repair maintenance hole deficiencies and improve storm-proofing to mitigate the impact of heavy rain events.

Lateral Connections maintenance refers to the activities that ensure wastewater is conveyed from homes and businesses to Regional sewer mains. Building plumbing is connected via service laterals to sewer mains. Closed Circuit Television (CCTV) inspection is used to diagnose issues that prevent wastewater from flowing from buildings to sewer mains properly. When issues are identified, repairs are made to the Region-owned or “public” section of broken laterals, and blockages are cleared when necessary. This program ensures that properties are protected from the risk of basement flooding.

The 2025 Budget is increasing by \$120,000, or 8.5%, mainly due to higher costs for contract renewals and a greater number of jobs expected to require larger, more complex repairs.

Lateral Connections	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Lateral Connections Maintained (000s)	120	123	125	127	129

The Region's infrastructure continues to expand in line with growth. The increase in the number of service connections is reflective of the new homes and businesses being built. Operations staff respond to service requests due to blocked laterals 24/7. The Flood Mitigation program includes a subsidy for lateral repairs to reduce issues that lead to blockages and backups. This program is expected to reduce pressures on staff time by reducing the occurrences of blocked and broken laterals.

Flood Mitigation programs include the Downspout Disconnection Subsidy program, Weeping Tile Disconnection and Sump Pump Installation Subsidy program, Lateral Lining Subsidy program and the Backwater Valve Subsidy program. The objective of these programs is to prevent stormwater from entering the wastewater system.

The 2025 Budget continues to include \$620,000 for residential flood mitigation subsidies and \$60,000 for the Region's Ex-Gratia Grant program. The budget for subsidies is based on historical uptake of flooding subsidy programs, however actual payments will be based on the number of eligible applications that are received.

As reported through **PW-25-24**, over the coming months, staff will perform more in-depth analysis to better understand how Halton Region's wastewater system responded to the July 2024 storm events in each affected area. This information, along with the findings collected from in-home inspections and any household drainage surveys completed, will provide valuable insight into the cause of wastewater system surcharge and will be crucial to determining the next steps to further mitigate the risk of basement flooding. It will also be key that Halton Region continues to work with City of Burlington (and all of our local partners) to properly identify the stormwater system impacts on the wastewater system in this area and others, to also identify any required remediation on the stormwater system. This analysis will inform future initiatives to further reduce the risk of basement flooding wastewater system surcharging throughout Halton. Staff will report back to Council in 2025 with the results of the analysis, and any future financial impacts will be incorporated into the budget through the annual budget process for Council's consideration.

The 2025 Budget includes capital project funding of \$5.7 million for various state-of-good-repair projects across the Region directly targeting wastewater system performance and basement flooding.

Flood Mitigation Program	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Weeping Tiles Disconnected	52	34	37	45	44
Number of Downspouts Disconnected	14	9	8	17	14

Wastewater Pumping Stations Operations and Maintenance refers to the activities that are carried out to ensure that the pumping stations that convey wastewater to treatment plants are in good condition and functioning properly. The 2025 Budget is increasing by \$617,000 or 6.6% mainly due to increased hydro rates and inflationary cost increases applied where necessary to maintain service levels.

Operators and skilled trades complete daily inspections, checks and maintenance to ensure that pumps, generators, protection valves and other equipment are maintained and functioning properly. Critical equipment is maintained to ensure uninterrupted service through planned and preventive Reliability Centred Maintenance programs, providing corrective and 24/7 emergency repair services, and coordinating contractors and specialized trades to complete maintenance work. There will be an increased focus on completing larger corrective maintenance projects to extend the life of assets and ensure they will operate reliably for years to come.

Pumping station maintenance reduces the risk of by-passes. Pump station upgrades, such as pump and valve replacements, have improved performance during high flow events such as rainstorms. Improved alarm protocols have led to faster response times by Operations staff to resolve issues that could result in by-pass events.

Wastewater Pumping Stations	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Pumping Stations Operated and Maintained	83	83	83	83	83
Number of By-passes at Pumping Stations	5	5	4	15	5

There are more than 2,300 critical pieces of equipment within the pumping stations that transfer the wastewater collected from homes and businesses across the Region to the treatment plants. Staff continue to focus on optimizing Reliability Centred Maintenance programs to ensure critical infrastructure is maintained, breakdowns are minimized and the service life of the assets are maximized. As reported through **PW-25-24**, the increase in by-passes at pumping stations in 2024 is related to major rain events experienced in July 2024. Outside of these events, while unexpected equipment failures contribute to the number of by-passes each year, the number of by-passes at pumping stations generally remains stable. Specifically, annual projects to replace pumps and valves increase station reliability to ensure that equipment failures are minimized and wastewater can be conveyed to treatment plants during high flow events to mitigate the risk of flooding. This demonstrates that the optimized programs are meeting the objectives noted above. Optimization work includes improvements to work process flows and completing more maintenance using internal resources. Since 2020, back-up generators or connections for temporary generators have been installed at stations that did not previously have back-up power to mitigate by-passes resulting from power outages.

Industrial Waste programs include sampling, monitoring and by-law enforcement along with the implementation of Sanitary Discharge Agreements, Restrictive Agreements and Overstrength Discharge Agreements and the coordination of spill response efforts with the local area municipalities. Direct costs for the 2025 Industrial Waste budget are increasing by \$167,000, or 17.8%, mainly due to the addition of 1.0 FTE Industrial Waste Inspector being proposed as a strategic investment to support the growing Industrial Waste program, which is fully offset by increased Industrial Waste revenue. The expenditure budget for Industrial Waste is fully offset by revenues mainly related to Sanitary Discharge and Overstrength agreements.

The Region established the Industrial Waste program to protect the Region's infrastructure and natural environment by working collaboratively with wastewater dischargers to achieve by-law compliance and recover overstrength wastewater treatment costs. Opportunities exist to expand efforts with small to medium businesses in the program and to undertake a future by-law review of fees.

Industrial Waste	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Discharge Agreements	25	23	29	40	40

Infrastructure Management

Infrastructure Management includes all engineering planning, design and environmental protection and policy activities related to the Region's Public Works infrastructure required to maintain the overall condition of the assets as infrastructure ages and expansions are constructed to service growth. The net book value of these assets as of December 31, 2023, was \$4.8 billion.

Key activities include the water and wastewater infrastructure and environmental planning activities to support growth. Analysis of asset conditions allows for the development of infrastructure renewal plans through the Asset Management program in order to support the design and construction of new infrastructure and renewal of aging infrastructure. The Asset Management Program and Lifecycle Models Update (**PW-01-22/FN-11-22/DI-01-22**) and 2025 Budget Directions (**FN-19-24**), outline the objective of the annual budget development and goals to invest appropriately in the State-Of-Good-Repair program.

Infrastructure Management activities also include the maintenance and support of asset information and inventory records as well as development and enforcement of Regional water and wastewater policies.

Budget Impacts

The Infrastructure Management capital budget reflects a net increase of \$13.9 million, or 10.7%, which is required to support the Region's investment in the State-of-Good-Repair capital program and the expanding asset base. The 2025 Budget also includes 4.0 FTEs (3.0 FTE Project Manager II and 1.0 FTE Project Coordinator) proposed as strategic investments to help deliver capital programs that continue to increase in size and complexity, and 1.0 FTE Project Manager II to support the Asset Management master plan. The 5.0 FTEs will support capital programs and therefore will be either fully or partially funded by recoveries from the capital budget, with the remaining costs recovered from other program areas within the Public Works Department.

Infrastructure Management Divisional Summary (\$000s)									
	2025 Budget					2024 Budget	Change		
Infrastructure Management	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Rate Impact	Net Rate Impact	2025-2024		
State-of-Good-Repair	\$ -	\$ 152,474	\$ 152,474	\$ (9,482)	\$ 142,992	\$ 129,135	\$13,858	10.7%	
System Growth Planning	1,241	(1,241)	-	-	-	-	-	0.0%	
Capital Project Delivery	15,444	(15,444)	-	-	-	-	-	0.0%	
Information Management	3,111	(3,109)	2	(2)	-	-	-	0.0%	
Environmental Services	2,585	(2,304)	281	(281)	-	-	-	0.0%	
Total	\$ 22,381	\$ 130,376	\$ 152,758	\$ (9,765)	\$ 142,992	\$ 129,135	\$13,858	10.7%	
2024 Budget	\$ 20,982	\$ 118,086	\$ 139,068	\$ (9,934)	\$ 129,135				
\$ Change	1,399	12,291	13,689	168	13,858				
% Change	6.7%	10.4%	9.8%	-1.7%	10.7%				

Schedule may not add due to rounding.

State-of-Good-Repair includes the operating contribution required to finance the 10-Year Water and Wastewater State-of-Good-Repair capital program. Infrastructure assets have significant value and are the key resources used to provide services to the public and improve the quality of life for residents. As explained in further detail in the following Capital Budget section, the 2025 10-Year Water and Wastewater State-Of-Good-Repair capital program will invest \$1.6 billion to renew existing water and wastewater infrastructure assets where there is risk to providing reliable, safe, sustainable, suitable and cost-efficient services. The first three years of the 2025 capital plan are prioritized by applying a risk-based approach, while the timing of projects in years four through ten have been identified through the application of previously mentioned Life Cycle Models. Public Works employs its optimized decision-making process to support the development of a capital program, prioritized for alignment with Halton Region's Strategic Business Plan and documented in a transparent manner.

Halton's Asset Management program assesses the condition of assets through various inspections and condition assessments to determine the appropriate level of annual capital investment which has resulted in most infrastructure assets being rated as good to very good condition and meeting desired service levels. The relatively young age of the Region's network contributes to high infrastructure rating percentages, driven by low watermain break rates and wastewater back-ups as shown in the following table. The Life Cycle Models, updated through the Asset Management Plan, provide a long-term projection of the cost of rehabilitation and replacement interventions throughout the life of the Region's assets. In accordance with O. Reg. 588, an update to the Asset Management Plan is underway and will be reported to Council in Spring, 2025.

State-of-Good-Repair	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Percent of Water Infrastructure Rated as Good and Very Good	79.0%	79.0%	79.0%	79.0%	79.0%
Percent of Wastewater Infrastructure Rated as Good and Very Good	78.0%	78.0%	78.0%	78.0%	78.0%

System Growth Planning includes the planning studies and activities required for infrastructure identified to support approved growth. Public Works is completing a region-wide Integrated Master Plan for Water, Wastewater, and Transportation to identify infrastructure needs to accommodate future growth. The Master Plan is scheduled for completion in 2025 with consultation with the public and stakeholders anticipated to commence in January 2025.

Direct costs for the 2025 System Growth Planning budget are increasing by \$86,000, or 8.5%, mainly due to additional software subscriptions required for hydraulic modelling and inflationary cost adjustments reflected where applicable to maintain service levels.

Capital Project Delivery – The Public Works capital program is focused on the delivery of safe and sustainable municipal infrastructure to maintain the Region’s asset base in a state-of-good-repair and support approved growth. The capital program continues to introduce larger and more complex projects annually and Halton Region endeavors to reduce construction impacts on residents and businesses and achieve the lowest project delivery cost by bundling water, sewer, and road replacement components as larger contracts, where practical. Managing the increasing volume of capital works with balanced consistency and a standardized approach across the entire division is extremely challenging. To address this, the Engineering Management Office works to ensure that a standardized, consistent, quality-based and transparent capital program delivery model is followed. This model must also meet the growing public expectation of highly effective, accurate, timely and unified communication on capital projects, as well as deliver exceptional customer service that exceeds the expectations of the community.

Direct costs for the 2025 Capital Project Delivery budget are increasing by \$1.3 million, or 7.4%, mainly due to 4.0 FTEs (3.0 Project Manager II FTEs and 1.0 Project Coordinator FTE) proposed as strategic investments to help deliver capital programs that continue to increase in size and complexity, as well as inflationary cost adjustments reflected where applicable to maintain service levels.

Information Management includes the development and implementation of the Public Works Asset Management program and the organization and control of information used to inform the operation, maintenance and development of Halton’s water and wastewater infrastructure. Public Works staff continue to implement the Public Works Asset Management Road Map Implementation Plan and is undertaking an update to the Asset Management Plan that will include a robust roadmap to further sustain the asset management program and ensure it is responsive, useful, and successful in the future in the face of emerging climate and technological changes impacting infrastructure assets. Key information management activities include the enhancement of models used to assess system capacity to accommodate growth and electronic sharing of capital programs with the local municipalities to improve coordination of construction.

Direct costs for the 2025 Information Management budget are increasing by \$259,000, or 9.6%, mainly due to a strategic investment proposed for 1.0 Project Manager II FTE to support the Asset Management Plan, and inflationary cost adjustments reflected where applicable to maintain service levels

Environmental Services includes environmental planning, hydrology and source water protection initiatives, the preparation of forest management plans, and tree marking services.

The 2025 program budget for Environmental Services is increasing by \$125,000 or 4.2%, primarily due to inflationary cost adjustments reflected where applicable to maintain service levels.

As reported through Report No. **CA-22-24** re: “Updates on Service Delivery Post-Bill 23”, the Woodlands Stewardship Program will cease as of January 1, 2025.

Environmental Services	2021 Actual	2022 Actual	2023 Actual	2024 Projected	2025 Projected
Number of Applications for the Woodlands Stewardship Program	16	17	16	20	N/A

Environmental Services Capital Budget & Forecast

The 2025 Budget also provides funding to support the following capital projects.

Environmental Services (\$ Millions)							
	2025	2026	2027	2028	2029	2030 - 34	Total
Forest Management Program	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.10	\$ 0.20
Vehicle Replacements - Forestry	-	0.04	-	-	-	-	0.04
Total	\$ 0.02	\$ 0.06	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.10	\$ 0.24

Schedule may not add due to rounding.

The Forest Management program requires \$0.20 million over the next 10 years to address improvements to the Regional Forests as set out in the Regional Forest Master Plan (PPW96-06). The required funding is provided from the Forest Agreement reserve, which is supported by an aggregate lease (Cox Tract Haul Route) and royalty revenues collected in the operating budget. This program is funded from the Agreement Forests/ESA’s Reserve. In the coming year, the Region will review its continued role in support for the Regional Forests with Conservation Authorities and will report back to Regional Council.

2025 Water & Wastewater Capital Budget

As detailed below, the 2025 10-year Water and Wastewater capital program is \$4.2 billion. The water and wastewater infrastructure requirements for 2025-2026 stem from the 2023 Allocation Program, as detailed in Report No. **CA-02-24/PW-04-24/FN-05-24**. Although these expenditures are not part of the 2025 budget, they have been estimated and included in the 2025 Budget and Business Plan for appropriate representation, reflecting the significance of the approved program. In addition, 2032, 2033 and 2034 are estimated based on the 7-year average as expenditures beyond 2031 require an updated water, wastewater masterplan to reflect the new planning period. Of the \$4.2 billion 10-year Rate Capital Plan, \$2.5 billion is presented to Council for approval as part of the 2025 Budget and Business Plan and \$1.7 billion is related to the 2023 Allocation Program approved through Report No. **CA-02-24/PW-04-24/FN-05-24** and estimates for 2032, 2033 & 2034 which is anticipated to be approved through a report in 2025.

2025 Capital Budget & Forecast (including 2023 Allocation Program)											
Summary of Rate Capital Budget & Financing (\$000s)											
	Gross Cost	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Development											
Water	\$ 1,146,845	\$ 434,146	\$ 189,764	\$ 24,744	\$ 59,697	\$ 56,160	\$ 26,411	\$ 11,868	\$ 114,685	\$ 114,685	\$ 114,685
Wastewater	1,403,607	459,510	265,339	75,639	157,704	1,765	22,392	178	140,360	140,360	140,360
Sub-total	2,550,452	893,656	455,103	100,383	217,401	57,925	48,803	12,046	255,045	255,045	255,045
State-Of-Good-Repair											
Water	\$ 914,147	\$ 91,522	\$ 73,099	\$ 77,494	\$ 102,945	\$ 79,357	\$ 160,506	\$ 76,083	\$ 72,412	\$ 108,489	\$ 72,240
Wastewater	701,294	121,472	91,564	83,246	70,299	65,192	75,218	47,799	54,357	46,988	45,159
Environmental Services	280	20	60	20	20	20	20	20	20	60	20
Sub-total	1,615,721	213,014	164,723	160,760	173,264	144,569	235,744	123,902	126,789	155,537	117,419
Total	\$ 4,166,173	\$ 1,106,670	\$ 619,826	\$ 261,143	\$ 390,665	\$ 202,494	\$ 284,547	\$ 135,948	\$ 381,834	\$ 410,582	\$ 372,464
Financing											
External Rcvry/Other	\$ 11,115	\$ 1,235	\$ 1,235	\$ 1,235	\$ 1,235	\$ 1,235	\$ 1,235	\$ 1,235	\$ 1,235	\$ 1,235	\$ -
Dev't Charges - Res.	1,193,408	384,912	171,480	47,162	33,613	43,371	37,949	1,125	157,932	157,932	157,932
Rate Capital Reserves	1,885,774	290,405	231,841	193,553	185,099	145,713	234,870	122,667	153,671	182,419	145,536
Capital Invstmnt Rvl. Fnd.	567,028	202,672	85,824	17,237	20,718	12,175	10,493	10,921	68,996	68,996	68,996
Alternative Financing/Debenture	508,848	227,446	129,446	1,956	150,000	-	-	-	-	-	-
Total	\$ 4,166,173	\$ 1,106,670	\$ 619,826	\$ 261,143	\$ 390,665	\$ 202,494	\$ 284,547	\$ 135,948	\$ 381,834	\$ 410,582	\$ 372,464

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

*- For 2023 Allocation program: Based on estimated average expenditures for 2025 to 2026.

*- For 2032, 2033 & 2034 has been estimated based on 7 year avg. from 2025 to 2031

The section below highlights the 2025 Capital Budget and changes from the 2025 Forecast included in the 2024 Budget:

The \$893.6 million Water and Wastewater Development-related program in 2025 reflects \$866.1 million in estimated expenditures related to the 2023 Allocation Program (\$455.1 million approved as part of Report No. **CA-02-24/PW-04-24/FN-05-24** and \$411.0 included in the 2025 Budget) and \$27.6 million for increases related to the 2020 Allocation. Some of the key projects include:

- \$98.0 million for Burloak WPP Phase 2 Expansion from 55 to 165ML/d (OAK) - Construction
- \$36.5 million for Burloak Booster Pumping Station Phase 1, 60 ML/d (Zone B2) (BUR) - Construction
- \$36.0 million for New wastewater pumping station on Steeles Ave. west of Winston Churchill Blvd. (HHS) – Construction and Land
- \$32.5 million for 2350 L/s WWPS at Lower Base Line and 4th Line (MIL) – Construction
- \$32.5 million for Twinned 900 mm WWFM from WWPS at Lower Base Line to Regional Rd 25 (MIL) – Construction
- \$30.1 million for 600mm WM on Steeles Ave. from new P.S. (East of Eighth Line) to Winston Churchill Blvd. (HHS) – Design and Construction
- \$26.4 million for 8th Line Zone 4 Pumping Station and Reservoir alterations to support Zone 3/4/5 Boundary Re-alignment (OAK) – Construction
- \$22.5 million for 675 mm WWM on Trafalgar Rd, through GO lot and on Argus St from Spruce St to 60 m north of Cross Ave (OAK) – Construction
- \$22.3 million for 1050mm WM on Upper Middle Rd from Burloak Drive to Appleby Line (Zone B2) (BUR) – Construction
- \$19.7 million for 1050mm WM on Burloak Dr from the QEW to Upper Middle Rd (Zone B2) (OAK) – Construction
- \$17.3 million for 2x200mm WW Forcemain for Halton Hills 401 Corridor from Ninth Line to new SPS (ID 3864) (HHS) – Design and Construction
- \$12.5 million for Junction St WWPS Capacity Upgrade to 150 L/s WWPS (BUR) - Design and Construction
- \$455.1 million in expenditures previously approved through the 2023 Allocation Program (**CA-02-24/PW-04-24/FN-05-24**) for 2025 which is the average of one year of the approved budget from 2024 to 2026

The **\$213.0 million State-of-Good-Repair program** has increased from the 2024 Forecast by \$6.1 million. The 2025 Budget incorporates significant investments of \$147.5 million for water distribution and wastewater collection systems rehabilitation and replacements, \$51.5 million for plant/facilities infrastructure upgrades and replacements and \$5.7 million for the Basement Flooding Mitigation program. The 2025 Budget includes the following major projects:

- \$20.5 million for WWM on Saville Cres – North and South of Bridge Rd
- \$10.3 million for WM from Cavendish Dr to Upper Middle Rd
- \$9.5 million for WM on Elgin St from King St to Rosetta St and abandoning the existing 150mm WM on easement from King St to St. Michaels St. on Queen St, Georgetown install new WM on Queen St from King St to the end of Queen St
- \$5.9 million for WM on Main St S from Church St to Kingham Rd
- \$5.7 million for the Basement Flooding Mitigation program (**PW-22-15**)
- \$5.3 million for WWM on Faludon Dr and WWM on Torino Gate from Marilyn Cres to Faludon Dr
- \$5.2 million for WWM on Marilyn Cres
- \$4.9 million for WWM on Park Ave W from Fairwood Pl to LaSalle Park Rd, WWM on Park Ave E from LaSalle Park Rd to Townsend Ave, WWM on Aldershot Pl from LaSalle Park Rd to end
- \$4.6 million for Moore Park BS Upgrades

10-Year Water & Wastewater Capital Budget & Forecast

The 2025 10-year Water and Wastewater capital program totals \$4.2 billion including the 2023 Allocation Program approved through Report No. **CA-02-24/PW-04-24/FN-05-24** and 2032, 2033 & 2034 development water and wastewater estimates. Of the \$4.2 billion 10-year Rate Capital Plan, \$2.5 billion is presented to Council for approval as part of the 2025 Budget and Business Plan and \$1.7 billion is related to the 2023 Allocation Program approved through Report No. **CA-02-24/PW-04-24/FN-05-24** (\$0.9 billion) and development water and wastewater Masterplan estimates for 2032, 2033 & 2034 (\$0.8 billion) which is anticipated to be approved in 2025.

The 10-year \$4.2 billion Water and Wastewater program, consists of \$2.6 billion (61.2%) for the Development program and \$1.6 billion (38.8%) for the State-of-Good-Repair program. As discussed above, the development-related infrastructure requirements for 2025-2026 were approved as part of Report No. **CA-02-24/PW-04-24/FN-05-24**, therefore for appropriate representation the expenditures for this time period have been included in the 10-year capital budget to show the level of magnitude of the program. In addition, 2032, 2033 and 2032 are estimated based on the 7-year average.

\$2.6 billion 10-year Water and Wastewater Development program is a \$184.4 million increase from the 2024 program and reflects the cost updates for the 2020 and 2023 Allocation Programs primarily due to project advancements, inflation and supply chain and contractor constraints. The majority of costs are related to greenfield and capacity related infrastructure. The 10-year program includes:

- \$944.2 million to service region-wide capacity-related infrastructure.
- \$1,152.2 million to service greenfield area related infrastructure.
- \$207.5 million to service built boundary areas related infrastructure.
- \$246.6 million for employment land servicing related infrastructure.

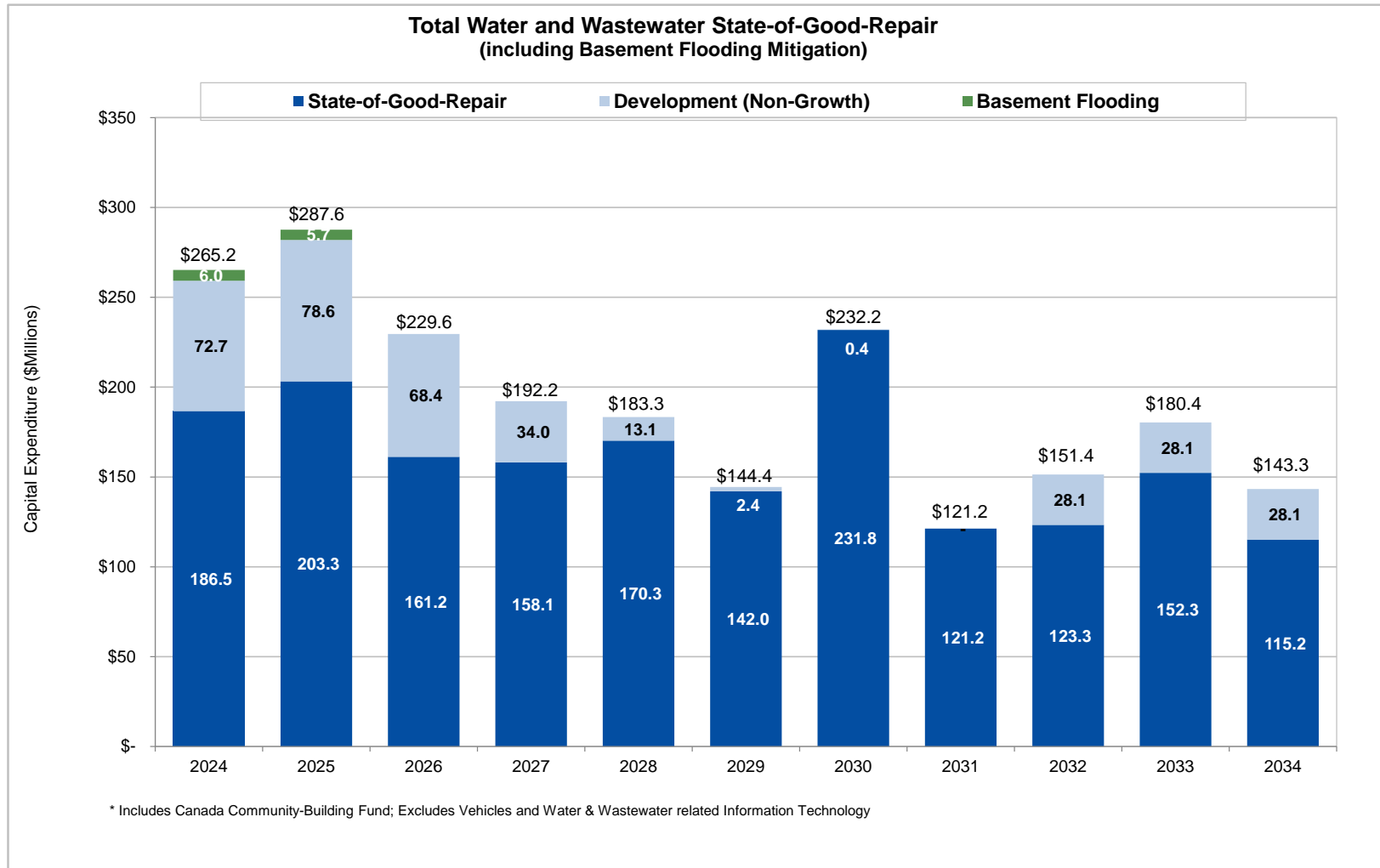
Implementation of the \$2.6 billion Development program will also address state-of-good-repair needs for existing infrastructure in the amount of \$281.2 million. Combined with the non-Development State-of-Good-Repair program of \$1.6 billion discussed below, the total 10-year (2025-2034) State-of-Good-Repair program is \$1.9 billion.

The **\$1.6 billion 10-year State-of-Good-Repair program** is a \$161.6 million decrease from the 2024 program. The 2025 Plan has been prepared based on the updated Asset Management Program and Lifecycle Models Update (**PW-01-22/FN-11-22/DI-01-22**). As discussed earlier, the 10-year State-of-Good-Repair program will continue to be updated through the annual budget process based on the optimized decision-making process developed under the Public Work's Asset Management Strategy.

The 10-year water and wastewater State-of-Good-Repair program includes:

- \$1.2 billion for water distribution and wastewater collection systems rehabilitation and replacements, including the Basement Flooding Mitigation program of \$20.7 million until the 2025 review is complete and updated in the 2026 Budget.
- \$344.4 million for plants/facilities infrastructure upgrades, replacements, including \$76.0 million for plant maintenance.
- \$22.8 million for SCADA Master Plan implementation and other SCADA related projects.

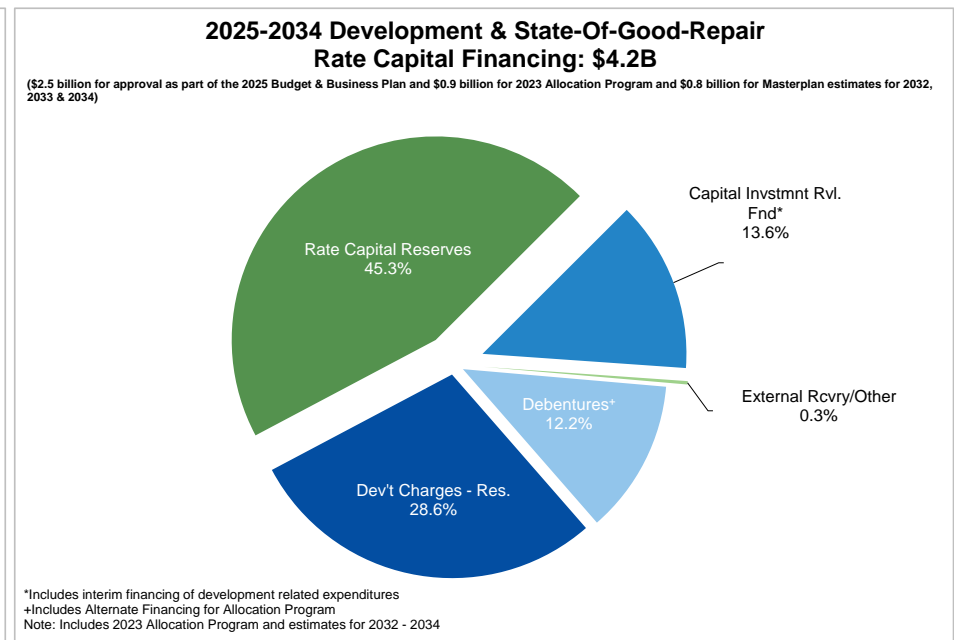
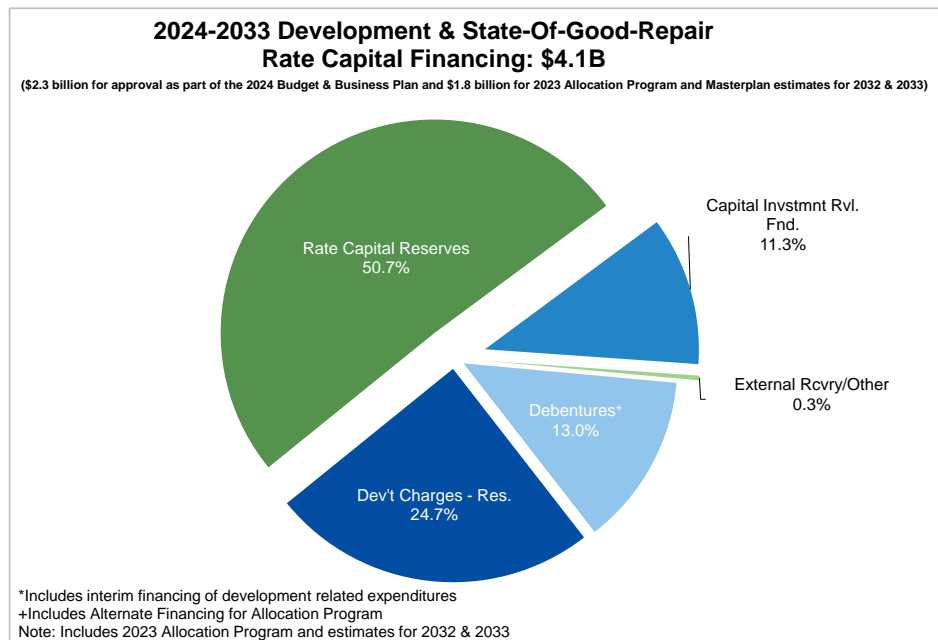
The following graph illustrates the state-of-good-repair (\$1.9 billion), including the Development-related state-of-good-repair infrastructure needs of \$281.2 million over the next 10 years.



10-Year Water & Wastewater Capital Financing

The following charts present a breakdown of the 2025 10-year financing plan for the Water and Wastewater capital program, compared to the 2024 Plan.

Financing of the 2025 10-year Water & Wastewater Capital Plan (including the 2023 Allocation Program approved as part of Report No. **CA-02-24/PW-04-24/FN-05-24** and 2032, 2033 & 2034 development water and wastewater cost estimates) is based on Council-approved financing plans, including Development Financing Plan (**CA-02-24/PW-04-24/FN-05-24**) and the 2025 Budget Directions (**FN-19-24**). As previously mentioned, the infrastructure needs for 2024-2026 were approved as part of Report No. **CA-02-24/PW-04-24/FN-05-24**, therefore for appropriate representation the expenditures for this time period have been included in the 10-year capital budget to show level of magnitude of the program. In addition, 2032, 2033, and 2034 are estimated based on the 7-year average as expenditures beyond 2031 require updated water and wastewater masterplans.

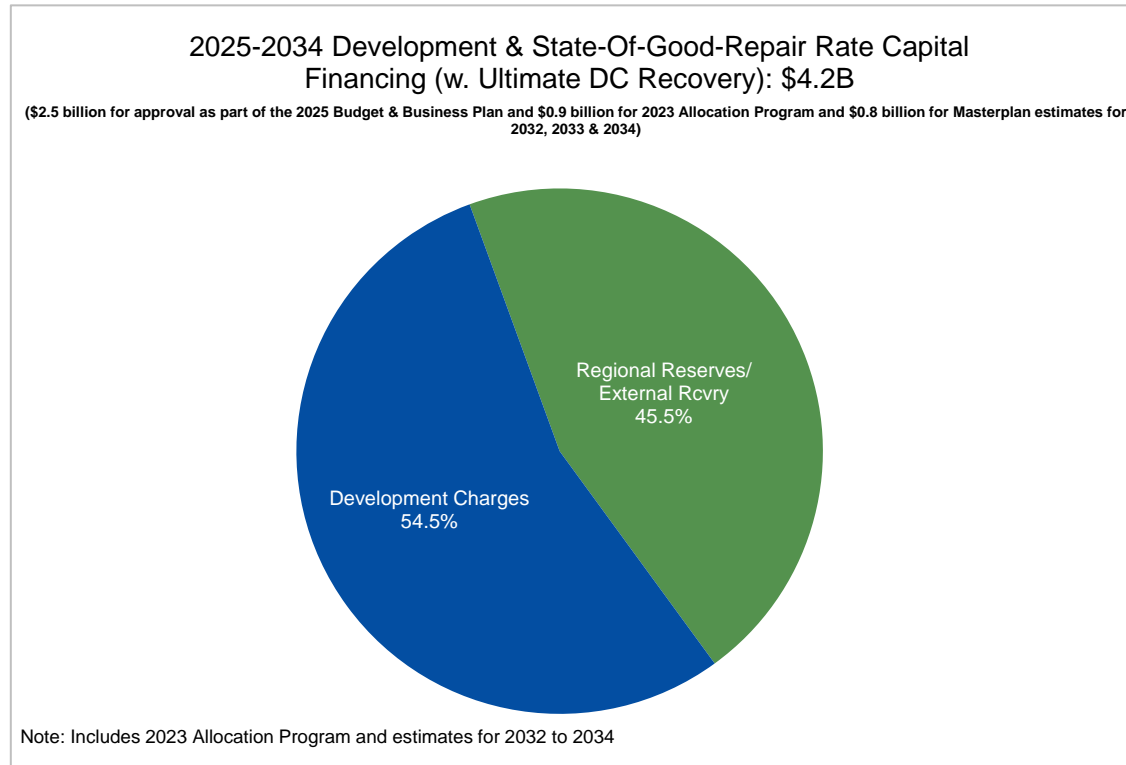


The 2025 Budget and Business Plan includes increasing operating budget contributions to reserves throughout the forecast period. The Regional reserves (including transfers from the Operating Budget, investment earnings, and Canada Community-Building Fund revenues) are used to fund the State-of-Good-Repair (non-growth) infrastructure program. In order to maintain sufficient reserves and adequate ratios between the operating contributions and amortization expenses, the 2025 Water and Wastewater budget increased the total operating contributions to \$146.6 million in support of the Water and Wastewater State-of-Good-Repair capital program. As noted earlier, the financing to the Rate Capital reserve provides sufficient capacity to fund the growing State-of-Good-Repair capital program on a pay-as-you-go basis over the next 10 years.

The funding share of the DCs and the interim financing through the Capital Investment Revolving Fund in the 2025 10-year Development program is greater than the 2024 program on a percentage. This is due to the fact that alternative financing (debt) is being used to help finance the residential and non-residential share of significant capacity projects that needed to be accelerated to meet the housing objectives of the Province.

The Capital Investment Revolving Fund is used to provide interim financing for the non-residential development-related costs, in accordance with the Development Financing Plan (CA-02-24/PW-04-24/FN-05-24), which is the framework being utilized to develop the 2025 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 2024, the Region's investment from the Capital Investment Revolving Fund is anticipated to be \$354.3 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 \$4.2 billion, \$1.9 billion (45.5%) is related to the State-of-Good-Repair capital program and the balance of \$2.3 billion (54.5%) is related to servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (54.5%) and the State-of-Good-Repair program will be funded by the reserves (45.5%) supported by water and wastewater rates and external recoveries.



State-of-Good-Repair Water & Wastewater Capital Financing

The 10-year Water and Wastewater State-of-Good-Repair capital program identifies \$1.6 billion, with \$213.0 million required in 2025. In the 2025 Budget Forecast, the funding required for the State-of-Good-Repair program will be financed by external recoveries (\$11.11 million) and capital reserves (\$1.60 billion) on a pay-as-you-go basis.

The Region's financial strategy includes funding state-of-good-repair (lifecycle and replacement) costs from capital reserves. These reserves are financed through contributions from the operating budget, year-end surplus, and investment earnings. In addition, Canada Community-Building Fund of \$94.8 million has been applied as a revenue source over the 10-year period in support of the State-of-Good-Repair capital program, including \$9.5 million applied in 2025.

Development Water & Wastewater Capital Financing

The 2025 10-year Development Water and Wastewater program totals \$2.6 billion and reflects development infrastructure needs for 2025-2026 that were approved as part of Report No. **CA-02-24/PW-04-24/FN-05-24**. These needs were included in the 10-year capital budget to highlight the program's scope. In addition, for the years 2032, 2033, and 2034, estimates are based on the seven-year average since expenditures beyond 2031 will require updated water and wastewater, master plans to align with the new planning period.

The program consists of the following:

- **\$2,096.4 billion for servicing Greenfield and Region-wide Capacity.** The program will consist of \$944.2 million of capacity-related projects with region-wide benefits and \$1,152.2 million of distribution/collection projects with Greenfield area specific benefits. The projects identified in Appendix B and Appendix C can commence upon approval of the 2025 Budget. There are expenditure changes within the 2020 and 2023 Allocation Programs requiring cost increases.
- **\$246.6 million for servicing Employment Land.** The Region has provided \$106.0 million of construction funding to service key strategic employment lands in 2011 (e.g., Milton Business Park phase 2, Oakville Winston Park West and Halton Hills 401 Corridor) through CS-33-11. An additional \$247.0 million has been identified in the 2025 Budget forecast to facilitate servicing of future employment lands. The projects identified in Appendix B and Appendix C can commence upon approval of the 2025 Budget. There are expenditure changes within the 2020 and 2023 Allocation Programs requiring cost increases.
- **\$207.5 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 following is a summary of the financing plan for the \$2.6 billion 10-year Development program. DCs, combined with the Regional interim financing through the Capital Investment Revolving Fund, and alternative financing (debt), are used for the financing growth-related projects in the 10-year capital budget.

Development Water/Wastewater Capital 2025-2034 (\$ Millions)						
Program	Total	External Recovery	DC Res Share	Alternative Financing (Debt)	Revolving Fund*	Non-Growth Regional Reserve
Water	\$ 1,146.8	\$ -	\$ 536.5	\$ 254.5	\$ 334.3	\$ 21.6
Wastewater	1,403.6	-	657.0	254.4	233	259.6
Total	\$ 2,550.5	\$ -	\$ 1,193.4	\$ 508.8	\$ 567.0	\$ 281.2

Schedule may not add due to rounding.

- For 2023 Allocation program: Based on estimated average expenditures for 2025 to 2026

- For 2032 to 2034 has been estimated based on 7 year avg. from 2025 to 2031

*Non-Res & Oversizing (For 2023 Alloc Program) are Interim Financed from Revolving Fund

This reflects the Region's financing approach to the growth-related water and wastewater capital program as outlined in the Development Financing Plan Framework (CA-02-24/PW-04-24/FN-05-24), which is the basis for the 2025 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 2025 Budget and Forecast:

Residential Development Financing (\$1,579.3 million):

- **The Residential-led Greenfield development** in the allocation areas (e.g., Oakville, Burlington, Milton, Acton and Georgetown) – require a Development Financing Agreement from residential developers to front-end finance, including funding required to address shortfalls in total DC revenues resulting from timing differences in the residential DC revenue collection.
- **The Residential cost in Built-boundary areas** (e.g., Burlington, Oakville, Milton, Acton and Georgetown) – will be funded as part of the Development Allocation Program and by DCs collected at subdivision agreement.

Non-Residential Development (\$541.3 million):

- **Non-residential cost in Residential-led and Built-boundary areas (\$476.7 million)** – the Region provides interim and debt financing for non-residential costs that will ultimately be recovered from DCs (including carrying costs). Halton currently uses internal borrowing primarily from the Capital Investment Revolving Fund and alternate financing to interim finance these costs.
- **Non-residential share of Employment areas (\$64.5 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 (\$281.2 million) and Oversizing (\$148.7 million):

- **Non-growth (benefit to existing taxpayers) share (\$281.2 million)** – This represents the state-of-good-repair requirements needed to be addressed when existing infrastructure is expanded for growth. \$281.2 million will be financed from capital reserves. Of the \$281.2 million required, \$196.5 million (69.9%) is scheduled for the first five years of the forecast period including:
 - New 2400mm WWM inlet to Skyway WWTP parallel to QEW. Design and Construction (BUR) (\$26.0 million).
 - 7.5 ML storage expansion at Waterdown Reservoir (existing site) (Zone B1A) (BUR) (\$10.4 million).
 - Agnes St. WWPS Strategy - Construction (HHACT) (\$7.9 million).
 - 2350 L/s WWPS at Lower Base Line and 4th Line (MIL) (\$7.2 million)
 - Twinning of 525 - 600 mm WWM from Elgin St South along Black Creek alignment to Acton WWTP -Construction (HHACT) (\$2.4 million)
 - Twinned 900 mm WWFM from WWPS at Lower Base Line to Regional Rd 25 (MIL) (\$1.6 million)
 - Projects to Support the Pressure Boundary Re-alignment in Milton Including Milton West Looping and System PRV (MIL) (\$1.3 million)
 - 2023 Allocation Program non-growth expenditures for the 2023 Allocation Program, approved under Report No. **CA-02-24/PW-04-24/FN-05-24** (\$136.7 million)

Halton Region Budget and Business Plan

STRATEGIC INVESTMENTS



RESIDENT ACCESSING DIGITAL SERVICE, WYECROFT BRIDGE CONSTRUCTION, SKYWAY WASTEWATER TREATMENT PLANT, PARAMEDICS AT JOHN R. RHODES RESIDENCE, AN HCHC PROPERTY IN OAKVILLE

BUDGET REPORT 2025

Key Investments 2007-2024

While focusing on maintaining existing levels of service during this period (2007-2024), 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 2024 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 127.3 staff and 9,583.2 relief hours (**MO-04-24**), 7 more paramedic service stations since 2007, and 43 ambulance vehicles equipped with power stretchers/lift systems since 2016.
- Region's Paramedic Services, Housing Services and Halton Community Housing Corporation (HCHC) partnered with McMaster University and both Mississauga-Halton and Hamilton Haldimand Niagara Brant Local Health Integration Networks (LHINs) to implement the Community Health Assessment Program (CHAP) pilot project to promote the health of older adults living in social housing (**MO-11-16/SS-17-16, MO-24-19, MO-11-20, MO-02-21**).
- Additional staffing to address increased and emerging needs for prevention and control of infectious diseases, particularly COVID-19, as required by the Ontario Public Health Standards. Two additional Health Promoters have enabled Public Health to better address population health concerns that were prioritized coming out of the COVID-19 pandemic (**MO-09-22**). The additional staff are allocated to work on alcohol misuse and mental health promotion.
- Procurement of a medical van and electronic medical records solution to implement mobile sexual health clinic services in north Halton. This mobile service model has the potential to improve the health status of some of the most vulnerable residents in Halton, by meeting priority populations where they live, work or spend most of their time, including key areas in the community, such as community housing sites, community service organizations, shelters, schools and youth centers (**MO-02-22, MO-03-23, MO-01-24**).

Social & Community Services

- An increased total of 2,152 new housing opportunities created through capital and operating initiatives, since 2008, in partnership with the Federal and Provincial governments.
- Implemented a modified emergency shelter program to provide greater capacity to serve vulnerable residents and acquired the Region's first family emergency shelter facility.
- Additional investment of \$2.3 million to sustain the Halton Rental Assistance Program (HRAP) and Provincially mandated Housing Program (Commercial) to support an increased number of rent supplement units related to COVID-19 pandemic pressures and new housing units in support of the Region's Comprehensive Housing Strategy (CHS) for a total investment in rental assistance of \$7.1 million.
- Supported the development and implementation of the Community Safety and Well-Being Plan with \$200,000 of funding in 2015-2017 and \$130,450 in 2018, to strengthen a collaborative effort between Social & Community Services, Public Health, Halton Regional Police Service (HRPS) and community partners, to improve community safety and well-being in Halton.
- The Halton Region Community Investment Fund (HRCIF) increased from an annual \$702,000 in 2012 to \$4.5 million in 2024, which is an increase of 541%. Since 2012, the HRCIF has committed \$30.2 million through 504 grants for organizations in the areas of community health and social services to respond to current and emerging needs of Halton residents.
- Adult Day Programs expanded to 3 locations, with the most recent enhancement including Saturday programming at the Georgetown location.
- Older Adults Property Tax Deferral launched July 1, 2016 to enable older adults to defer their property taxes and help them stay in their homes. In 2023, this provided relief for 57 households.
- Subsidized Passes for Low Income Transit program (SPLIT) implemented with a total Regional funding contribution of \$6.8 million since 2011, to provide affordable transit to Halton's low-income residents.

- Increased food security to Ontario Works (OW) recipients and their families through an increased investment of \$300,000 in 2022 to develop a new program reaching more OW clients, providing a more substantial nutritional basket than the previous program, and simplifying Regional administration.
- Investment in the Our Kids Network increased to \$385,000 in 2017, to support continued efforts in community research and knowledge mobilization.
- Additional 1,200 subsidized child care spaces in Children's Services to meet community need.

Public Works

- Increased the annual State-of-Good-Repair capital program for water, wastewater and transportation from \$74.9 million in 2007 to \$297.4 million in 2025 to ensure asset life is maximized.
- To help prevent future flooding (**PW-18-16**), an investment of \$85.3 million in the Region-wide Basement Flooding Mitigation Program was approved between 2016 and 2025. As noted in Report No. **PW-08-22** re: "Basement Flooding Mitigation Program", Halton Region has invested over \$78 million in the areas of system performance monitoring, sewer system optimisation, and private side inflow and infiltration reduction.
- As part of the implementation of the SCADA Master Plan program, phased investments of \$22.8 million are planned over the next eight years in water, wastewater and landfill SCADA assets.
- Continued review and enhancement of key development review processes to ensure timely reviews of development applications and approvals related to developer contributed infrastructure - this includes implementing process support such as a comprehensive development application tracking system (DATS) as well as online intake and tracking of development engineering files and enhancing electronic application circulation.
- Continued emphasis on customer service and improvements to streamline business processes which will enable Halton Region to contribute to the development and delivery of communities and infrastructure across the local municipalities and address Provincial, Regional and local strategic priorities through the development review and permitting process.
- Halton Region is implementing a responsive state-of-the-art Advanced Transportation Management System (ATMS) to manage traffic on its road network (**PW-10-18, PW-34-21, PW-21-23, PW-18-24**). This will allow Halton Region to actively monitor travel conditions, influence the operation of traffic signals, receive information and interact with the Local Municipalities and other agencies through the use of technologies and networks. Staff have made significant progress with the Advanced Traffic Management System with the commissioning of the traffic monitoring centre and establishing remote control and monitoring of signalized intersections within the Town of Oakville. Halton Region is in process of implementing network communication infrastructure improvements to establish remote connectivity with traffic signals in the Town of Halton Hills (Phase 2) and Milton (Phase 3). Approximately 75 per cent Halton Region's traffic signals will be brought online and controlled/monitored remotely by the end of 2025.
- In order to promote increased non-motorized travel, Halton Region plans to implement over \$65 million in active transportation facilities and road safety improvements as part of road widenings, reconstructions and resurfacing projects over the next 10 years.
- Increased the number of road lane kilometres from 878 in 2007 to a projected 1,207 by the end of 2024.
- To reduce energy use, the conversion of high pressure sodium streetlights to LED technology was completed in 2022.
- Continued emphasis on waste diversion from landfill has seen the per cent of waste diverted from landfill increase from 42% in 2007 to projected 60% in 2024, as a result of weekly collection of recyclable material and organic waste, bag tag program for garbage, extended yard waste collection schedule, and sale of backyard composters.
- Annual investment of \$50,000 for continued Sunday operation of the Halton Waste Management Site (HWMS) on Sundays between May and June each year in support of enhanced customer service.
- To implement customer service improvements and efficiencies, an initial investment of \$3.0 million for Halton's Solid Waste Management Strategy Short Term Options (**PW-12-18**) was approved between 2019-2021 at Halton's Waste Management Site.
- In order to increase waste diversion to between 64% and 70%, reduce greenhouse gas emissions by approximately 13,000 tonnes of CO² annually, and extend the lifespan of the landfill site to 2050-2054, Council endorsed Halton Region's Solid Waste Management Strategy 2023-2030 (**PW-10-22**).
- Implemented roadside collection of garbage and bulk waste and a call-in service for the collection of metal items for households in rural Halton Hills (**PW-34-23**), resulting in a consistent level of service across Halton Region for Basic Waste services.

- Completed the development of a long-term strategy for water meter reading, billing, and replacement (**PW-18-18/FN-25-18**) including an implementation plan (**PW-45-19/FN-35-19, PW-28-21/FN-30-21, PW-12-23/ FN-19-23**) to implement the Advanced Metering Infrastructure project to support radio frequency reading for all Halton residents and businesses. Began upgrading meters with AMI technology in 2024.

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.
- \$2.2 million provided for the Randle Reef remediation project as part of the Remedial Action Plan for Hamilton Harbour (**CS-49-12, PW-44-23**).
- The Burlington Beach Regional Waterfront Park Master Plan began implementation in 2016, with an initial Regional investment of \$51.8 million by 2035, which will provide a vibrant, world-class, year-round waterfront park in Burlington (**LPS54-15**).
- Annual funding of \$75,000 was provided to establish the Regional financial incentive programs for local Community Improvement Plans (CIPs) in support of intensification development (as created through **LPS94-16**). As reported through **CA-22-24** re: "Updates on Service Delivery Post-Bill 23", the Regional Program for CIPs will cease as of January 1, 2025.
- Funding provision beginning in 2016, to cost share the Local Municipal Heritage property tax rebate programs to promote the conservation of cultural heritage resources (**FN-45-15**).
- Heritage Services Five-Year Operational Plan (**LPS55-21**) affirms the vision and mission for Halton Region Heritage Services and guide its operations for the next five years within framework of the Master Plan (**LPS62-14**).
- Implementation of a financing plan to stimulate economic development in employment lands by providing Regional interim financing for water and wastewater servicing (to be recovered from future Development Charges (DCs)). This includes Regional debt financing for key employment lands including Milton's Business Park 2, Halton Hills' 401 Corridor and Winston Park's West Business Area (**CS-33-11/PW-53-11/LPS58-11** re: "2011 Water and Wastewater Servicing to Employment Lands in Halton").
- Through approval of Development Financing Plans (**CS-73-08/PWE31-08; CS-49-09/PW-20-09/LPS80-09; CS-20-12; FN-46-19/PW-50-19/LPS112-19**) and Allocation Programs since 2008, the Region has been able to accommodate residential greenfield growth of over 40,000 single detached units, providing approximately \$3.5 billion of water, wastewater and transportation capital infrastructure programs without financial impact to existing taxpayers, to the extent possible under the Development Charges Act.
- Continued funding provided to Conservation Halton and Credit Valley Conservation for critical initiatives integral to the safety and well-being of Halton residents, including addressing the impacts of the Emerald Ash Borer invasive species (**FN-39-17; FN-26-15**) as well as floodplain mapping (**FN-41-19**).
- Internship and Apprenticeship Program established (2016) and expanded (2017) to ensure employment experiences and opportunities for talented and highly motivated recent graduates.
- Delivery of the Halton Region Centre Redevelopment and Modernization Project.
- Complete design, tender and award of 1 District Police Station with construction starting in 2024.
- Award design-build contracts for 265 Kerr and 1258 Rebecca Assisted housing projects.
- Continued implementation of the Digital Strategy for Halton Region (**ST-07-21**), which will enhance the delivery of high-quality online digital services including offering 125 of its most frequently used customer-facing services, and the top 50 internal processes and staff experiences, as complete digital services by 2025 (**DI-06-22**).
- Design and implementation of a robust Cybersecurity program to protect the Region's Operational Technology (OT, e.g. SCADA) and Information Technology.
- Through the approval of the Halton Digital Access Strategy Implementation Plan (**DI-02-22/LPS69-22**), Halton is proceeding with the implementation plan for a one-window approach to support the implementation of 5G technology across the Region. 5G technology is expected to generate significant economic growth over the next decade and this Plan will ensure that Halton is in a position to benefit from this growth.

- Implementation in 2017 of Halton's IT Mobile Strategy to facilitate program requirements and delivery, such as service delivery by community-based staff in the Health department and Long-Term Care facilities.
- Development of the Halton Region Police Service Public Safety Broadband Network which is a dedicated, secure, high-speed wireless data communications network for emergency responders and public safety personnel to communicate with each other during both emergency situations and day-to-day operations, to address the mandated Next-Gen 911 services in Canada.

Key Investments in 2025

The 2025 Budget continues to focus on maintaining service levels for core services, while making investments to support strategic priorities approved by Regional Council, program enhancements to support the health and well-being of the Halton community, and investments that address pressures driven by growth and increased demand in services, while maintaining the tax rate increase for Regional Services at or below the rate of inflation. The following proposed Tax-Supported Strategic Investment and Rate-Supported Strategic Investment business cases in the 2025 Budget are presented in detail for Council's consideration and review.

Halton Region

Budget and Business Plan

STRATEGIC INVESTMENTS

TAX-SUPPORTED STRATEGIC INVESTMENTS

Tax-Supported Strategic Investments

Dept.	Division	Strategic Investment / Position Title	FTE	Relief Hrs	Personnel Services	Gross Impact	Savings	Recoveries	Funding & Revenue	Tax Impact
HLTH	Paramedic Services	Paramedics	4.0	3,945.6	\$ 783,791	\$ 832,291	\$ -	\$ -	\$ (374,531)	\$ 457,760
HLTH	Paramedic Services	Education Superintendent	1.0	-	170,722	180,897	-	-	(81,404)	99,493
HLTH	Paramedic Services	Logistics Officer	1.0	-	110,894	123,009	-	-	(55,354)	67,655
HLTH	Paramedic Services	Operations Superintendent	0.5	1,096.0	188,130	207,940	-	-	(93,573)	114,367
HLTH	Paramedic Services	Payroll & Scheduling Coordinators	1.0	-	83,864	83,864	-	-	(37,739)	46,125
SCS	Housing Services	Homelessness & Supportive Housing Program Staffing	3.0	-	319,873	319,873	(319,873)	-	-	-
SCS	Services for Seniors	Direct Care Hours	14.0	4,124.0	1,561,626	1,561,626	-	-	(1,561,626)	-
SCS	Services for Seniors	Decision Support Specialist	1.0	-	130,478	130,478	-	-	-	130,478
SCS	Services for Seniors	Long-Term Care Relief Hours	-	7,614.7	15,678	15,678	(15,678)	-	-	-
SCS	Services for Seniors	Nurse Practitioners	2.0	-	281,256	286,566	-	-	(251,990)	34,576
SCS	Employment & Social Services	Integrated Case Managers	3.0	-	328,152	328,152	-	-	-	328,152
SCS	Human Services Planning & Program Support	Halton Region Community Investment Fund	-	-	-	500,000	-	-	-	500,000
PW	Development Services	Supervisor, Inspections	1.0	-	157,491	166,691	-	(158,356)	-	8,335
CS	Capital Construction & Realty	Project Manager II	1.0	-	141,262	148,097	-	(148,097)	-	-
CS	Energy, Fleet & Facilities	Supervisor, HCHC Facility Services	1.0	-	157,491	162,771	-	(162,771)	-	-
FIN	Capital & Development Financing	Advisor, Capital & Development Financing	1.0	-	157,491	157,491	-	(157,491)	-	-
FIN	Financial Services & Payroll	Senior Financial Payroll Analyst	1.0	-	141,262	141,262	-	-	-	141,262
FIN	Financial Services & Payroll	Financial Payroll & Pension Analyst	1.0	-	128,521	128,521	-	-	-	128,521
DIS	Digital Workplace & Technology	Network Analyst SCADA	1.0	-	128,521	133,255	-	(133,255)	-	-
DIS	Digital Workplace & Technology	M365 Product Manager	1.0	-	157,491	162,351	-	-	-	162,351
Tax-Supported Strategic Investments Total			38.5	16,780.3	\$5,143,994	\$5,770,813	\$ (335,551)	\$ (759,970)	\$(2,456,217)	\$2,219,075

Strategic Investment

Paramedics

Funding Source

Tax

Program Details

Department	Health
Division	Paramedic Services
Program	Operations

Complement Details

Position Title	Paramedics
FTE Impact	4.0
Relief Hours Impact	3,945.6
Personnel Group	OPSEU EMS

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 783,791	\$ 783,791
Materials & Supplies	45,620	6,880
Purchased Services	2,880	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	832,291	790,671
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	832,291	790,671
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	(374,531)	(355,802)
Other Revenue	-	-
Total Revenue	(374,531)	(355,802)
Net Program Expenditures	\$ 457,760	\$ 434,869

Business Case

Recommendation:

Approve 4.0 FTE Paramedics (2.0 FTE Advanced Care Paramedics and 2.0 FTE Primary Care IV Paramedics), 3,945.6 relief hours, one ambulance, and required equipment to provide an additional 12-hours per day, 7-days per week staffing to address pressures related to increasing call volume (growth) and maintaining response times.

Need:

This request is intended to provide an additional 12-hours per day, 7-days per week staffing to address pressures related to increasing call volume (growth), maintenance of response times to emergency calls, population and employment growth, an ageing population, hospital offload delays, paramedic workload, and other pressures. The request for additional resources is based on a review of call volume and recommendations in the updated Paramedic Services Master Plan (MO-14-24). Over the past 10 years (2014 to 2023), call volume (emergency and non-emergency) has increased by 34% and the number of patients transported has increased by 29%. The Master Plan projects that population growth and an increase in utilization rates is anticipated to result in an increase in paramedic calls of between 4%-6% annually.

The additional Paramedics will be deployed by the provincial communications centre to all areas of the Region as required as a component of the Paramedic Services' comprehensive deployment strategy.

This investment includes Provincial funding anticipated based on the current cost-share level for a net tax impact of \$458,000.

Implications:

Call volume increases impact the Paramedic Services' ability to maintain service levels and meet response time targets. In 2023, response time targets to life-threatening calls were not met. Without these additional resources, a further increase in response times is anticipated. There will also be an increase in paramedic workload and the potential for an increase in the frequency of paramedics not receiving legislated meal breaks.

Alternatives:

None

Reference:

Report No. **MO-14-24** re: "Paramedic Services 10-Year Master Plan Update"

Report No. **MO-10-24** re: "Paramedic Services Division Annual Update"

Strategic Investment

Education Superintendent

Funding Source

Tax

Program Details

Department	Health
Division	Paramedic Services
Program	Program Development and QI

Complement Details

Position Title	Education Superintendent
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 170,722	\$ 170,722
Materials & Supplies	8,975	1,260
Purchased Services	1,200	400
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	180,897	172,382
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	180,897	172,382
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	(81,404)	(77,572)
Other Revenue	-	-
Total Revenue	(81,404)	(77,572)
Net Program Expenditures	\$ 99,493	\$ 94,810

Business Case

Recommendation:

Approve 1.0 FTE Education Superintendent to ensure there are adequate resources for the delivery of education to paramedics, return to practice programs, recruitment of new paramedics and clinical evaluation.

Need:

This position is required to address pressures related to growth in Paramedic Services. In 2001, when the initial Education Superintendent position was approved, there were 75 paramedics. In 2021, a second Education Superintendent position was approved. Since that time, the number of paramedics has increased to over 260 (full time and relief), plus 21 management staff. This position will work with the existing Education Superintendents to support program development and delivery of all training, including continuing medical education to all paramedics and management staff.

The Education Superintendents are also responsible for recruitment and on-boarding/orientation of new paramedics two to three times per year, managing return to work certification, remedial training as a result of quality assurance activities, assessing and recommending new or replacement patient care equipment and related education, ensuring compliance with Ministry of Health Land Ambulance 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 with a resulting requirement for paramedic education. To deliver this education, the Paramedic Services has to continually rely on backfilling frontline paramedics to act as education facilitators to assist with program delivery. The 2025 Paramedic Services Master Plan identified an additional Education Superintendent as a priority in 2025.

This investment includes Provincial funding anticipated based on the current cost-share level for a net tax impact of \$99,000.

Implications:

Without this additional resource, there will be an 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.

Alternatives:

Continue to backfill frontline Paramedics to act as educational facilitators.

Reference:

Report No. MO-14-24 re: "Paramedic Services 10-Year Master Plan Update"

Strategic Investment

Logistics Officer

Funding Source

Tax

Program Details

Department	Health
Division	Paramedic Services
Program	Logistics

Complement Details

Position Title	Logistics Officer
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 110,894	\$ 110,894
Materials & Supplies	7,685	1,260
Purchased Services	1,200	400
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	119,779	112,554
Allocated Charges/Recoveries	3,230	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	123,009	112,554
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	(55,354)	(50,649)
Other Revenue	-	-
Total Revenue	(55,354)	(50,649)
Net Program Expenditures	\$ 67,655	\$ 61,905

Business Case

Recommendation:

Approve 1.0 FTE Logistics Officer to provide increased capacity associated with pressures within the Paramedic Services logistics program. These increased pressures are due to operational growth and changes as a result of increased call volume (growth), maintenance of response times to emergency calls, population and employment growth, hospital offload delays, an ageing population and other pressures. This new position will provide an opportunity to further expand logistics hours to better support 24/7 paramedic operations.

Need:

The logistics program is responsible for the procurement, warehousing, tracking and distribution of over 4,500 items required to support operations at 15 paramedic response stations. This includes medications, medical supplies and equipment, personal protective equipment, oxygen, linen, disinfection supplies, uniforms and vehicles. The program is also responsible for regular and ongoing preventative maintenance and repairs for medical equipment and minor station and vehicle related repairs. Logistics Officers are the primary staff to deploy the Emergency Support Unit.

The logistics program workload continues to increase with service growth, which in turn increases utilization of medication, supplies, equipment, etc. New standards of practice implemented have resulted in added pressures on the logistics program, particularly associated with replenishment of personal protective equipment and disinfection supplies and equipment at stations and hospitals. The geographical size of Halton Region, with 15 stations and 4 hospitals, makes regular deliveries a time consuming task, and often requires two logistics staff when handling heavy carts and hydraulic tailgate lifts.

The program is currently staffed with six full-time and one part-time Logistics Officers. An additional 1.0 FTE would allow for adjustments to the logistics program schedules to expand service hours. Where there is no logistics coverage, issues arising need to be addressed by Operations Superintendents. The 2025 Paramedic Services Master Plan identified an additional Logistics Officer as a priority in 2025.

This investment includes Provincial funding anticipated based on the current cost-share level for a net tax impact of \$68,000.

Implications:

Without this position, there is an increased risk of the inability to provide timely delivery and restocking of supplies and equipment and meet legislated deadlines for regular equipment maintenance and repairs. It would also hinder expanding service hours to include evening and weekend coverage, which would result in Operations Superintendents performing some functions and preventing them from performing their primary tasks related to managing and supervising front line staff.

Alternatives:

None

Reference:

Report No. **MO-14-24** re: "Paramedic Services 10-Year Master Plan Update"

Strategic Investment

Operations Superintendent

Funding Source

Tax

Program Details

Department	Health
Division	Paramedic Services
Program	Operations

Complement Details

Position Title	Operations Superintendent
FTE Impact	0.5
Relief Hours Impact	1,096.0
Personnel Group	OCT_MMMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 188,130	\$ 188,130
Materials & Supplies	19,410	1,460
Purchased Services	400	400
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	207,940	189,990
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	207,940	189,990
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	(93,573)	(85,496)
Other Revenue	-	-
Total Revenue	(93,573)	(85,496)
Net Program Expenditures	\$ 114,367	\$ 104,494

Business Case

Recommendation:

Approve 0.5 FTE Operations Superintendent and 1,096.0 relief hours to provide support to the existing Operations Superintendents and provide the direct management of field operations.

Need:

Paramedic Services' operations has continued to increase in size due to growth in call volume and other system pressures. At present, the on-duty Operations Superintendents manage the operation and oversee more than 260 paramedics (full time and relief). This significant number of direct and indirect reports along with other duties and responsibilities has resulted in an excessive workload for the Operations Superintendents. Protected time for tasks related to the growing needs of operations such as focused oversight on front line paramedics, managing tactical medics, bicycle medics and special projects has typically been provided by Platoon Leaders who have a limited scope and cannot provide the same level of oversight as the Operations Superintendent. Platoon Leaders are also pulled from an already strained operational role as a Paramedic which compromises the ability to staff ambulances.

The requested 0.5 FTE Operations Superintendent and 1,096.0 relief hours will provide a more stable and structured approach to handling the increasing workload. The position will also provide the same level of oversight as those they are relieving and therefore ensure the delivery of effective day-to-day operations. Though Platoon Leaders will continue to assist with relief coverage, this additional resource will allow Platoon Leaders to return to their position as a Paramedics more often and reduce the strain on frontline staffing.

The introduction of these positions will provide Operations Superintendents the ability to focus on oversight and ensure compliance with standards and regulations.

This investment includes Provincial funding anticipated based on the current cost-share level for a net tax impact of \$114,000.

Implications:

Oversight of frontline Paramedics and Paramedic Services operations is becoming increasingly difficult due to the growing number of staff and the increasing time required to oversee specialized operations. The lack of appropriate oversight could lead to non-compliance with standards and regulations which could put the Paramedic Services at risk. The ability to provide resources permitting focused attention to the duties will mitigate risks identified.

Alternatives:

None

Reference:

Report No. MO-14-24 re: "Paramedic Services 10-Year Master Plan Update"

Strategic Investment

Payroll & Scheduling Coordinators

Funding Source	Tax
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Program Details

Department	Health
Division	Paramedic Services
Program	Operations

Complement Details

Position Title	Payroll & Scheduling Coordinators
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 83,864	\$ 83,864
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	83,864	83,864
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	83,864	83,864
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	(37,739)	(37,739)
Other Revenue	-	-
Total Revenue	(37,739)	(37,739)
Net Program Expenditures	\$ 46,125	\$ 46,125

Business Case

Recommendation:

Approve two 0.5 FTE Payroll & Scheduling Coordinators to support the growing staffing complement in Paramedic Services.

Need:

Paramedic Services operations has continued to increase in size due to growth in call volume and other system pressures. The complement of full and part time paramedics is just over 260 with recruitment occurring twice yearly to try to fill open positions.

Scheduling duties are currently handled by 2.0 FTE Payroll & Scheduling Coordinators. The request for two 0.5 FTE would provide more stability to the scheduling and payroll functions within Paramedic Services. The Coordinators must handle all scheduling matters, vacation and absenteeism coverage. They also oversee the accurate completion and submission of payroll. The introduction of the Workforce Management Solution scheduling software has contributed to the workload of the Coordinators.

The 2.0 FTE are unable to provide 24/7 coverage which is the hallmark of paramedic operations. When the Payroll & Scheduling Coordinators are not on duty, the task of scheduling processes falls to the on-duty Operations Superintendents who are currently over-tasked in their roles. Two additional 0.5 FTEs would provide extended coverage Monday to Friday as well as day time coverage each weekend, ensuring a more stable and structured approach to handling the increasing workload.

This investment includes Provincial funding anticipated based on the current cost-share level for a net tax impact of \$46,000.

Implications:

Increasing workload of the current complement of Payroll & Scheduling Coordinators puts Paramedic Services at risk of having inaccurate frontline staffing. This could, in turn, impact emergency response in the community.

Alternatives:

Scheduling processes fall to the on-duty Operations Superintendents.

Reference:

Report No. MO-14-24 re: "Paramedic Services 10-Year Master Plan Update"

Strategic Investment

Homelessness & Supportive Housing Program Staffing

Funding Source	Tax
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Program Details	
Department	Social & Community Services
Division	Housing Services
Program	Homelessness & Supportive Housing

Complement Details	
Position Title	Multiple Positions
FTE Impact	3.0
Relief Hours Impact	0.0
Personnel Group	Multiple

Funding Impact		
Operating	2025 Impact	2026 Impact
Personnel Services	\$ 319,873	\$ 319,873
Materials & Supplies	-	-
Purchased Services	(319,873)	(319,873)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 3.0 FTEs in the Housing Services Division (1.0 Housing Program Analyst, 1.0 FTE Integrated Housing Worker, 1.0 FTE Integrated Program Assistant) to support homelessness programs and services, converting existing temporary contract positions to permanent, fully offset with funding provided through the Provincial Homelessness Prevention Program.

Need:

Converting these temporary positions to permanent will support the retention of high-quality staff performing high-profile and legislatively required functions. These positions provide front-line staffing and strategic/operational oversight of Halton's homelessness prevention system, encampment response and supportive housing placement functions.

The Housing Programs Analyst provides strategic and operational oversight of Halton's encampment protocol that prioritizes unsheltered clients for placement in emergency shelter and supportive housing, and acts as the first point of contact to address enquiries related to unsheltered individuals by immediately mobilizing housing outreach supports. This position also works closely with Housing management to undertake compliance reviews and reporting of third-party agencies funded by Housing Services, which are critical to meeting provincial and federal funding requirements.

The Integrated Housing Worker position evaluates and determines program eligibility and financial assistance for the Housing Stability Fund program, portable housing benefits and Halton Access to Community Housing (HATCH) applicants applying for Special Priority Placement, Medical and Local Priority status. In addition to financial assistance supports, this role responds to clients with complex issues, who are in crisis and at risk of or experiencing homelessness by making referrals to community healthcare, justice and income support programs.

The Integrated Program Assistant position provides front-line customer service, administrative and operational support to the Halton Access to Community Housing (HATCH) wait list, Housing Stability Fund, and the Coordinated Access system. Over the past three years, client inquiries for HATCH and homelessness prevention programs have increased annually by 7% (21% increase over 2020) to a total of 8,503 in 2023. This position also maintains Halton's provincially and federally regulated homelessness administrative data which provides live data tracking and coordinates housing supports being offered to homeless populations across the continuum of care.

Implications:

Utilization of annual contracts for these highly specialized positions may result in challenges with being able to attract/retain high performing staff with technical expertise which could lead to gaps in critical service delivery for in-need populations.

Alternatives:

Continue to utilize temporary staff resources in 2025 and revisit potential permanency of the positions as part of the 2026 Regional Budget and Business Plan process.

Reference:

N/A

Strategic Investment

Direct Care Hours

Funding Source	Tax
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Program Details

Department	Social & Community Services
Division	Services for Seniors
Program	Long-Term Care

Complement Details

Position Title	Multiple Positions
FTE Impact	14.0
Relief Hours Impact	4,124.0
Personnel Group	Multiple

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 1,561,626	\$ 1,561,626
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	1,561,626	1,561,626
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	1,561,626	1,561,626
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	(1,561,626)	(1,561,626)
Other Revenue	-	-
Total Revenue	(1,561,626)	(1,561,626)
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve a total of 14.0 FTEs (9.8 Personal Support Worker FTEs, 1.4 Registered Practical Nurse FTEs, 2.8 Registered Nurse FTEs) and 4,124.0 relief hours to increase the number of direct care hours provided to residents at the Region's three Long-Term Care homes, utilizing funding provided by the Ministry of Long-Term Care.

Need:

As reported through Report No. SS-03-22 re: "Services for Seniors Funding Increase - Direct Care Hours", in October 2021, the MLTC announced an investment providing up to \$270 million in 2021/2022 to Long-Term Care homes across the province to increase staffing levels to provide more direct care hours of care for residents. This additional funding is part of the Province's commitment to hire more than 27,000 Long-Term Care staff over four years and ensure that residents receive, on average, four hours of direct care per day by 2024/2025.

This investment is funded by the Ministry of Long-Term Care in order to reach the system-level average direct care targets set out in the Fixing Long-Term Care Act, 2021. The funding is intended to increase direct care provided by Registered Nurses, Registered Practical Nurses and Personal Support Workers. Direct care is hands-on care that includes personal care, help with dining, bathing and dressing as well as helping residents move and providing medication.

The proposed investment in 14.0 FTEs and 4,124.0 relief hours utilizes \$1.56 million in increased Direct Care Hours funding from the MLTC, resulting in no net regional impact. This funding is limited to supporting salary, wage, and benefit costs; any additional costs required to support the FTEs will need to be funded through increased Regional investment in future years.

Implications:

This is a required increase in staffing levels to meet the MLTC commitment of providing residents with an average of 4 hours of direct care by 2024/2025. This is fully funded with no regional impact.

Alternatives:

The funding must be used to increase direct care hours at Long-Term Care homes.

Reference:

Report No. **SS-03-22** re: "Services for Seniors Funding Increase - Direct Care Hours"

Strategic Investment

Decision Support Specialist

Funding Source

Tax

Program Details

Department	Social & Community Services
Division	Services for Seniors
Program	CQI/Risk

Complement Details

Position Title	Decision Support Specialist
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 130,478	\$ 130,478
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	130,478	130,478
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	130,478	130,478
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 130,478	\$ 130,478

Business Case

Recommendation:

Approve 1.0 FTE for a Decision Support Specialist to support the Long Term Care Homes with decision making and reporting requirements to external agencies.

Need:

This position will be responsible for extracting and analyzing clinical and performance data to support the Long Term Care (LTC) homes and community programs with decision-making and reporting requirements to and from external agencies and data portals (Ministry of Long Term Care, funding agencies, Canadian Institute of Health Information, etc.). They will advise and educate information users on data collection, data analysis, interpretation, and indicator development, and collaborate with the Continuous Quality Improvement (CQI) team and LTC homes to develop a performance management program for the Division.

In addition this position will support personal protective equipment (PPE) and pandemic supply management in the LTC homes and provide backup to CQI team member's critical functions including but not limited to; clinical informatics, communications and education.

Implications:

This position will be key in managing the CQI quality reports and submissions to Ontario Health as well as developing workplan and compliance with reporting standards and accreditation requirements.

Alternatives:

Continue to utilize temporary staff resources.

Reference:

N/A

Strategic Investment

Long-Term Care Relief Hours

Funding Source

Tax

Program Details

Department	Social & Community Services
Division	Services for Seniors
Program	Various

Complement Details

Position Title	Multiple Positions
FTE Impact	0.0
Relief Hours Impact	7,614.7
Personnel Group	Multiple

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 15,678	\$ 15,678
Materials & Supplies	-	-
Purchased Services	(15,678)	(15,678)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

To approve a net increase of 7,614.7 relief hours, resulting from the reclassification and reallocation of various positions and relief hours within the Services for Seniors Division, in order to align with operational needs and the master schedule of the Region's Long-Term Care homes.

Need:

Staffing at the Long-Term Care homes is based on the master schedule which supports efficient and effective operations. These changes will combine small, fractional FTEs that are challenging to recruit for, realign positions and relief hours with the actual operational needs and hours being worked as per the master schedule. This will result in a net overall increase of 7,614.7 relief hours to provide the appropriate backfill support for 24/7 operations.

The cost of this proposed investment is offset with equivalent savings in Purchased Services, resulting in no net tax impact.

Implications:

The changes result in an overall increase relief hours which are needed to support 24/7 operations, and provides a needed re-alignment of hours and more appropriate staffing schedules, with no net tax impact.

Alternatives:

Continue with the current staffing complement, with fractional positions that are difficult to fill and are misaligned with the operational master schedule.

Reference:

N/A

Strategic Investment

Nurse Practitioners

Funding Source

Tax

Program Details

Department	Social & Community Services
Division	Services for Seniors
Program	Long-Term Care

Complement Details

Position Title	Nurse Practitioner
FTE Impact	2.0
Relief Hours Impact	0.0
Personnel Group	ONA_LTC

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 281,256	\$ 281,256
Materials & Supplies	5,310	720
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	286,566	281,976
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	286,566	281,976
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	(251,990)	(247,400)
Other Revenue	-	-
Total Revenue	(251,990)	(247,400)
Net Program Expenditures	\$ 34,576	\$ 34,576

Business Case

Recommendation:

To approve 2.0 Nurse Practitioner FTEs to provide comprehensive primary care to residents at the Region's LTC homes with funding provided through the Province's Hiring More Nurse Practitioners in Long-Term Care initiative.

Need:

As reported through Report No. SS-07-23 re: "Nurse Practitioner Funding in Long-Term Care", the Hiring More Nurse Practitioners for Long-Term Care program (HMNP) was announced by the Ministry of Long-Term Care in October, 2022, and provides provincial funding to support the recruitment of Nurse Practitioners in Long-Term Care Homes. Through Report No. SS-07-23, the hiring of 1.0 Nurse Practitioner FTE was approved to provide comprehensive primary care to residents of the Region's three LTC homes as part of the interdisciplinary health care team. The initial introduction of this role has been very successful, and with the approval of this investment of an additional 2.0 Nurse Practitioner FTEs, will increase the staffing complement to one per home to further support resident care. Nurse Practitioners can elevate the clinical skills and capacity of registered nursing staff via ongoing clinical education and hands on skill training thereby improving clinical outcomes for residents. Providing 1.0 Nurse Practitioner FTE at each of the Region's three LTC homes will align with other municipal partners who have expanded their Nurse Practitioner programs. This funding has now been confirmed as base funding going forward for all LTC homes approved under the HMNP program.

Funding is available up to a maximum of \$123,340 for salary and benefits and \$8,513 for eligible overhead expenses for a total of \$131,853 per position, per fiscal year, resulting in a tax impact of \$34,576 for the additional 2.0 FTEs.

Implications:

Without these additional positions, the current 1.0 Nurse Practitioner FTE could continue to primarily support one LTC home, which could limit the resident care and clinical outcomes for residents of the Region's two other LTC homes.

Alternatives:

To remain with the current model with 1.0 Nurse Practitioner FTE primarily supporting one LTC home.

Reference:

Report No. **SS-07-23** re: "Nurse Practitioner Funding in Long-Term Care"

Strategic Investment Integrated Case Managers

Funding Source	Tax
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Program Details	
Department	Social & Community Services
Division	Employment & Social Services
Program	Ontario Works

Complement Details	
Position Title	Integrated Case Manager
FTE Impact	3.0
Relief Hours Impact	0.0
Personnel Group	CUPE_SS

Funding Impact		
Operating	2025 Impact	2026 Impact
Personnel Services	\$ 328,152	\$ 328,152
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	328,152	328,152
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	328,152	328,152
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 328,152	\$ 328,152

Business Case

Recommendation:

Approve 3.0 Integrated Case Managers FTEs in the Employment and Social Services division to support increased demand in the Ontario Works program.

Need:

Ontario Works is a provincially mandated program that provides financial assistance to eligible individuals and families. Ontario Works caseloads have increased steadily since the COVID-19 pandemic. In 2025, caseloads are projected to increase by a further 9% to an average of 3,379 cases per month. In addition, caseload composition and client needs are becoming more complex. High case loads impact customer service, staff well-being, and limit achievement towards provincial targets. With the additional FTEs, staff will be able to provide more effective case management for clients including responding to client needs in a timely manner and providing effective supports and referrals.

The 3.0 additional Integrated Case Managers (ICM) will help to reduce the caseloads managed per ICM, resulting in an improved client experience, reduced escalations and crises, as well as overall improved well-being for staff.

Implications:

The high caseloads have resulted in the Region hiring additional temporary contract positions to better support clients and manage workload for staff. Other municipalities are also facing rising caseloads and are continually recruiting. The Region has lost contract staff to permanent positions in other municipalities. Allocating permanent FTEs will help to stabilize the workforce in the current competitive job market.

Alternatives:

Continue to manage through short term and temporary contracts.

Reference:

N/A

Strategic Investment

Halton Region Community Investment Fund

Funding Source	Tax
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Program Details

Department	Social & Community Services
Division	Human Services Planning & Program Support
Program	Community Partnerships

Complement Details

Position Title	
FTE Impact	
Relief Hours Impact	
Personnel Group	

Funding Impact

Operating	2025 Impact	2026 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 Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other 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 \$4.5 million.

Need:

The HRCIF enhances the health, safety and well-being of Halton residents through \$4.5 million in annual funding to non-profit human service programs and initiatives.

In 2024, a wide range of programs have been funded to support the well-being of children, youth and older adults; increase food security among residents with low incomes; strengthen equity and inclusion; and enhance mental health. 65 new HRCIF grants were issued in 2024. These grants were in addition to 18 multi-year grants from previous years that continued in 2024. The number of grant applications submitted to the Region continues to increase year over year, demonstrating an increased awareness and need in the community. Region received 124 applications for HRCIF grants in 2024, which reflects an 8% increase over 2023. In 2024, the total funds requested was \$19.6 million.

The HRCIF is an important tool to support the Halton Community Safety and Well-Being (CSWB) initiative. Strong alignment between the HRCIF and CSWB reinforces an integrated approach to planning and investment in keeping with the objectives and priorities in Halton Region's 2023-2026 Strategic Business Plan.

A \$500,000 increase in the HRCIF will support Halton Region to meet emerging community needs and fund key human service programs and initiatives.

Implications:

An increase of \$500,000 will enhance the capacity of HRCIF to address CSWB and other emergent community priorities.

Alternatives:

Maintain the program at 2024 funding levels. This will limit the amount of investment available to address CSWB and emergent priorities.

Reference:

Report No. SS-11-24 re: "Halton Region Community Investment Fund Update on 2024 Funding"

Strategic Investment
Supervisor, Inspections

Funding Source	Tax
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Program Details	
Department	Public Works
Division	Development Services
Program	Permits & Inspections

Complement Details	
Position Title	Supervisor, Inspections
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

Funding Impact		
Operating	2025 Impact	2026 Impact
Personnel Services	\$ 157,491	\$ 157,491
Materials & Supplies	8,600	360
Purchased Services	600	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	166,691	157,851
Allocated Charges/Recoveries	(158,356)	(149,958)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	8,335	7,893
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 8,335	\$ 7,893

Business Case

Recommendation:

Approve 1.0 FTE Supervisor - Inspections position to ensure inspection staff can adequately respond to the increased demand associated with the Region's housing and growth priorities. This role will provide the necessary support for Permits & Inspections staff, focusing on maintaining and improving service levels while streamlining processes.

Need:

Currently, a single Manager oversees all Permits & Inspections staff, which limits the capacity available to support the Inspections function. Increased demand for Inspections work due to new development lands coming online underscores the need for a dedicated supervisor to ensure that inspections are adequately supported with the required attention to detail.

It is anticipated that the additional development necessary for local municipalities to meet housing targets, along with the launch of the new allocation program, will further drive demand for inspections. This growth translates into an increased need for clear coordination, coverage, oversight, and workload scheduling for Permits & Inspections staff.

Current resources need to facilitate effective communication with developers and internal groups, as well as to maintain the necessary oversight of documentation and record-keeping. Simultaneously, the Manager must also manage customer service, budgeting, and administrative functions related to the entire section. The establishment of a supervisor position will ensure the inspections function operates effectively in response to growing demands.

This investment will be funded from the Water, Wastewater and Roads Operating budgets.

Implications:

Building supervisory capacity is essential for maintaining current service levels in light of increasing demand for inspections, as the Province has issued directives to facilitate growth targets and additional housing developments. If additional capacity at the supervisory level is not created, significant backlogs in addressing inspection needs may arise, hindering the ability to proceed with housing and other related growth initiatives.

Alternatives:

A contract Supervisor - Inspections position to address the inspection needs noted above could be considered as a temporary solution, however, it is often challenging to secure quality candidates at a supervisory level on contract.

Reference:

N/A

Strategic Investment

Project Manager II

Funding Source

Tax

Program Details

Department	Corporate Services
Division	Capital Construction & Realty
Program	Facilities

Complement Details

Position Title	Project Manager II
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 141,262	\$ 141,262
Materials & Supplies	6,635	560
Purchased Services	200	200
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	148,097	142,022
Allocated Charges/Recoveries	(148,097)	(142,022)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 FTE Project Manager II to support the state-of-good-repair capital program for the Region's corporate facilities and Halton Community Housing Corporation (HCHC) facilities due to an increase in program demand pressures and service level requirements, and meet the corporation's target of net-zero greenhouse gas emissions by 2045.

Need:

Halton's regional facilities play a large role in the delivery of services to residents. Since 2021, new capital intensive properties were added to the portfolio (Bethany, Normandy, Burlington Inn, Glenwood School Drive) and in 2025, two new HCHC properties are expected to come online with more likely beyond that. Further, as of 2024, Capital Construction & Realty (CCR) has been requested to deliver the Childcare portfolio's capital program. The combined lifecycle capital budget to maintain the state-of-good-repair of HCHC and Corporate facilities has increased significantly from \$6.86 million in 2016 to a proposed \$20.52 million in 2025 (200% increase), and the number of units managed by HCHC has grown from 1,961 in 2016 to 2,280 in 2024, with another 52 units expected in 2025 (19% growth).

CCR project management staff deliver the yearly state-of-good-repair capital program for corporate and HCHC facilities, as well as third party housing funding programs of which \$24 million is required to be delivered by December 2025. This represents a significant increase over typical years. Funding from senior levels of government, while appreciated, is often provided with limited notice and comes with challenging timing conditions and obligations. It is important that the project delivery team is appropriately resourced so that they can effectively deliver the regular program, manage the funding allocations and in-year project requests, and any health and safety items that arise. Capital replacement requirements continue to grow as building components age and as new assets are added to the Region's portfolio. This role will support capital programs and will therefore be recovered from the capital budget.

Included in the Region's 2023-2026 Strategic Business Plan is a commitment to achieve a corporate target of net-zero greenhouse gas emissions at corporate facilities and HCHC properties by 2045. The nature of the work requires experienced, dedicated permanent resources who are trained in all aspects of the role. With the growth of Regional assets, service delivery expectations and increased workload associated with program delivery, the additional resource is required to provide the expertise needed to implement these deliverables.

Implications:

With the increase in project work due to a growing and aging profile, without this role there is a risk that forecasted projects will not be completed which will impact the Region's ability to deliver programs efficiently. Additionally, Halton may not be able to meet its commitment to achieve a target of net-zero greenhouse gas emissions at corporate facilities and HCHC properties by 2045.

Alternatives:

Continue to work on projects with current resources, which may lead to deferral of projects and increased capital costs, and affect the Region's ability to deliver programs.

Reference:

N/A

Strategic Investment

Supervisor, HCHC Facility Services

Funding Source	Tax
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Program Details

Department	Corporate Services
Division	Energy, Fleet & Facilities
Program	HCHC Facilities Services

Complement Details

Position Title	Supervisor, HCHC Facility Services
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 157,491	\$ 157,491
Materials & Supplies	5,280	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	162,771	157,851
Allocated Charges/Recoveries	(162,771)	(157,851)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 FTE Supervisor, HCHC Facility Services to support property maintenance services due to growth in the number of Halton Community Housing Corporation (HCHC) units and increasing volumes of requests for maintenance at HCHC properties.

Need:

Property maintenance is a critical component of the building asset lifecycle and is an important service for HCHC tenants. Energy, Fleet and Facilities provides property maintenance services to HCHC and responds to service requests for maintenance issues in tenant homes. The number of units managed by HCHC has grown from 1,961 in 2016 to 2,280 in 2024, with another 52 units expected in 2025 (19% growth). More than 18,000 service requests are generated annually from these properties (approximately 50 per day), and the number of service requests is expected to continue to increase as units age and additional units are added.

As a result of growth in the number of HCHC units and additional staffing that has been required over the past few years to support the portfolio, a Supervisor, HCHC Facility Services, is required to ensure there is adequate front-line supervisory support for the HCHC Facility Services team. This role will provide front-line supervisory support to ensure that property maintenance services are provided in a timely and efficient manner to maintain the high-level of customer service to the tenants of HCHC properties and ensure that the units are maintained in a state-of-good-repair.

As reported through Report No. HC-13-23 re: "HCHC Community Development Strategy Update", HCHC's 2023-2026 Community Development Strategy identified "Well-built and well-maintained communities" as a key theme that tenants felt were important to them. Feedback from tenant engagement in 2023 confirmed that well-maintained buildings and timely responses to maintenance requests continue to be top priorities. With the growth of HCHC assets, high service delivery expectations and increase in workload associated with program delivery, the additional resource will provide the necessary oversight to deliver these priorities.

Implications:

Without this role, there is an increased risk of lower customer service, work order backlogs and limited front-line supervisory support which could impact the overall maintenance services provided to the HCHC properties.

Alternatives:

Continue to provide maintenance services for HCHC with the current staffing level with limited front-line supervisory support, which may reduce the level of customer service and increase work order backlogs.

Reference:

N/A

Strategic Investment

Advisor, Capital & Development Financing

Funding Source	Tax
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Program Details

Department	Finance
Division	Capital & Development Financing
Program	Development Financing

Complement Details

Position Title	Advisor, Capital & Development Financing
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 157,491	\$ 157,491
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	157,491	157,491
Allocated Charges/Recoveries	(157,491)	(157,491)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 FTE Advisor, Capital and Development Financing to provide expertise and guidance to Finance leadership, policy support and project management across the Capital and Development Financing division to meet Council strategic, divisional, operational and legislative priorities.

Need:

The role of the Advisor, Capital and Development Financing will assist the Region in ensuring it remains legislatively compliant and able to proactively address changes operationally and strategically. The Advisor will be responsible for reviewing, planning, implementing, and monitoring emerging policy issues and best practice standards. Policies are the foundation in Finance to achieve Council priorities and to meet operational and legislative requirements. For example, as the Province continues to review Development Charges (specifically Bill 23, Bill 109 and the Bulletin's associated with Affordable Housing) there is a direct impact on the Region's finances. This, coupled with the growing state-of-good-repair program in response to the Development in the Region, will need to be analyzed through a continuum of budgets, rate setting and the impact the two will have on credit rating agency assessments. Additionally this role manages projects, leads project teams, centralizes documentation in the division, and provides ad hoc support to other divisions/department representative needs across the organization.

This role will support capital programs and will therefore be recovered from the capital budget.

Implications:

This role requires specialized, Halton-specific expertise and training which takes time to obtain. Fulfilling this role on a continued temporary basis, will not provide the stability the department needs to ensure legislative, operational and strategic priorities can be proactively met.

Alternatives:

Continue to provide Finance policy advice and other support through the use of temporary resources. Resourcing this position on a contract basis does not provide organizational stability, and as such, may impact the effectiveness of the Capital and Development Financing division service delivery.

Reference:

N/A

Strategic Investment

Senior Financial Payroll Analyst

Funding Source

Tax

Program Details

Department	Finance
Division	Financial Services & Payroll
Program	Payroll Services

Complement Details

Position Title	Senior Financial Payroll Analyst
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 141,262	\$ 141,262
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	141,262	141,262
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	141,262	141,262
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 141,262	\$ 141,262

Business Case

Recommendation:

Approve 1.0 FTE Senior Financial Payroll Analyst to provide operational support and analysis in ensuring the accuracy and completeness of payroll. This role will be responsible for the development of procedures, training materials and internal controls for payroll in compliance with union agreements, OMERS regulations, and CRA tax legislation. This position will support Payroll Operations and Payroll Accounting with complex data analysis and be required to stay abreast of new legislation and assess changes impacting payroll processing and conduct thorough research and analysis to implement necessary changes to underlying payroll business processes.

Need:

Halton Region's payroll is highly customized, with 11 unique union agreements, including both Halton Region and Police Services' employees. Implementation of required legislated, regulatory changes as well as updates to union agreements can be highly specialized and complex, requiring extensive knowledge and expertise in order to ensure the impacts to payroll are assessed accurately and implemented successfully.

This role is responsible for developing, managing and maintaining complex reports from various payroll systems to support audits (internal and external), enquiries, analysis and decision making. This role is also responsible for overseeing compliance with federal and provincial reporting and filing requirements, including ensuring all payroll information and records are maintained in accordance with statutory requirements. This role will be the payroll analytical lead and provide business level support for assessing and implementing collective agreements, legislative changes and special payments including new wage types, existing wage type modifications and retroactive pay processing, troubleshooting payroll changes by researching and identifying impacts to payroll operations and business processes. The role will support the Manager Payroll Services, with functional and technical analysis.

Implications:

This role requires specialized, Halton-specific payroll system and business expertise and training which takes time to obtain. This position is key to effectively manage ongoing payroll processing changes and maintaining compliance for all legislated and regulatory requirements. Additional staff support will ensure the stability of Payroll Services and will facilitate an effective cross-training plan to provide contingency coverage for system support, time and attendance management, regular payroll operations and payroll accounting.

Alternatives:

Continue to fulfill this position with temporary resources. Resourcing this position on a contract basis does not provide organizational stability, as such, may impact the effectiveness and efficiency to manage our payroll operations, special projects and continued compliance with union agreements, OMERS regulations, and CRA tax legislation.

Reference:

N/A

Strategic Investment

Financial Payroll & Pension Analyst

Funding Source	Tax
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Program Details

Department	Finance
Division	Financial Services & Payroll
Program	Payroll Services

Complement Details

Position Title	Financial Payroll & Pension Analyst
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 128,521	\$ 128,521
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	128,521	128,521
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	128,521	128,521
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 128,521	\$ 128,521

Business Case

Recommendation:

Approve 1.0 FTE Financial Payroll & Pension Analyst to provide support in completing OMERS pension related tasks, payroll reporting for compliance with the *Pension Benefits Act*, OMERS regulations and CRA tax legislation, as well as payroll analytics and research. This role will provide subject matter expertise on the OMERS pension plan by monitoring, researching, solutioning, testing and validating for compliance, of any new OMERS pension plan changes and support strong internal controls for payroll processing.

Need:

Payroll Services manages the OMERS pension administration and reconciliation of two groups - Halton Region and Police Services. Both groups have experienced a significant increase in OMERS pension plan membership since 2022 mainly due to the January 1, 2023 expansion of OMERS pension eligibility to non-full-time employees. There were a combined 3,645 members participating in the OMERS pension plan in 2022 and this has increased by 14% to 4,146 members in 2023, requiring more effort to administer. OMERS pension plan membership is expected to continue to increase in the coming years and may result in an increase in number of Halton Region employees that eventually retire as members of the OMERS pension plan.

Currently, Payroll Services has only 1.0 Financial Payroll & Pension Analyst FTE that supports all OMERS pension related tasks. This includes administering the OMERS pension plan accurately, ensuring compliance with various legislation and preparing all OMERS pension related reporting. The increasing OMERS pension plan membership has resulted in a significantly increased workload, increasing the risk of delays, errors, and overall compliance and has been resourced through temporary staffing. OMERS pension management is highly specialized and complex, requiring extensive knowledge and expertise that takes considerable time to learn. There have also been several reporting and compliance related changes enacted by the OMERS plan administrator in recent years, leading to increased administrative responsibilities for Payroll Services.

This additional Financial Payroll & Pension Analyst role will help manage the current OMERS pension management workload. By diversifying responsibilities across two analysts, Payroll Services will enhance capacity to maintain accuracy, compliance, and efficiency, thereby safeguarding against potential operational risks and ensuring consistent support for the growing OMERS pension plan membership. This role will also monitor OMERS pension plan changes, research and identify opportunities for operational and system process changes, as well as provide the Payroll Services accounting team back-up of other key tasks, including impacts of new legislation and cross-training and coverage to Payroll processing.

Implications:

This position is essential to effectively manage the current OMERS pension membership. Additional staff support will ensure the stability of Payroll Services and will facilitate an effective cross-training plan to provide contingency coverage for both regular payroll operations and OMERS pension management.

Alternatives:

Continue to use temporary resources. Resourcing on a contract basis does not provide organizational stability, which may impact the effectiveness and efficiency to manage payroll operations and continued compliance with the *Pension Benefits Act*, OMERS regulations and CRA tax legislation.

Reference:

N/A

Strategic Investment

Network Analyst SCADA

Funding Source

Tax

Program Details

Department	Digital & Information Services
Division	Digital Workplace & Technology
Program	Technology & IT Operations

Complement Details

Position Title	Network Analyst SCADA
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 128,521	\$ 128,521
Materials & Supplies	4,734	84
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	133,255	128,605
Allocated Charges/Recoveries	(133,255)	(128,605)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 FTE Network Analyst, SCADA to monitor and analyze network performance across the Region's local area network (LAN), wide-area network (WAN) and wireless infrastructure, and recommend enhancements to meet new or changing network demands to support Halton's expanding physical, virtual and cloud data network services. This role is critical in implementing and supporting the SCADA Master Plan in conjunction with Public Works.

Need:

Since 2004 the Region's Voice and Data Network has expanded from 51 sites to 145 sites Region-wide. Data growth and convergence of the voice and data networks, while increasing reliability and reducing costs, have resulted in increased complexity and support challenges. Halton's network has rapidly evolved from a typical in-office type connectivity to connecting a mobile and remote workforce over the internet through cellular and Wi-Fi services, while remaining stable and secure.

The Region's 2023-2026 Strategic Business Plan continues to prioritize the Region's Digital Strategy implementation which was introduced in the 2019-2022 Plan, and is committed to transforming service delivery through innovation as a priority for the Region by enhancing service delivery, increasing access to digital services and modernizing the Region's technology platforms by 2026. The Region's digital workplace is focused on making it easier for staff to get work done, finding and accessing information, collaborating with others, and connecting all staff to the digital tools that they need to be effective.

The Network Analyst, SCADA role will plan, implement, replace and support critical network infrastructure components. As services continue to move to Cloud computing through the Region's Cloud Strategy, cloud technologies such as Amazon Web Services (AWS) and Microsoft Azure, this role is required to implement and manage the secure connection to these cloud services from the Region's on-premise infrastructure. Additionally, there are significant Region enterprise projects that will support digital transformation including the SCADA Master Plan and assisting with the Advanced Traffic Management System project in conjunction with Public Works which will require additional network staff to implement, secure, manage and maintain the smart city network that will connect them.

This role will provide support to, and therefore be funded from the Rate-Supported Budget.

Implications:

The current Network resources in IT are at capacity supporting the 145 sites and multiple capital projects, in addition to state-of-good repair initiatives. Without this role, there is a risk of increased network outages and not being able to meet the growing demands of the organization. The growth requirements are strongly influenced by operational technology developments, primarily executing the SCADA Master Plan, but also implementation of AMI and ATMS projects. Without this role, this work would be slowed down and cybersecurity risks would increase.

Alternatives:

Hire external contractors which will have a significant financial impact and increases the risk of impact to future strategic projects.

Reference:

N/A

Strategic Investment

M365 Product Manager

Funding Source

Tax

Program Details

Department	Digital & Information Services
Division	Digital Workplace & Technology
Program	Client Services & Application Support

Complement Details

Position Title	M365 Product Manager
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 157,491	\$ 157,491
Materials & Supplies	4,860	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	162,351	157,491
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	162,351	157,491
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 162,351	\$ 157,491

Business Case

Recommendation:

Approve 1.0 FTE M365 Product Manager to maximize the return on investment of the M365 platform and ensure sustainability of the product by developing and prioritizing functional requirements for new or revised features or enhancements within Microsoft 365 (M365).

Need:

The Region's 2019-2022 Strategic Business Plan prioritized the delivery of high-quality digital services to residents and businesses which resulted in the development of "Digital First: A Digital Strategy for Halton Region" to provide enhanced digital services by transforming business processes and services to ensure completed, high-quality online service delivery. The strategy also identified the technologies and infrastructure required to deliver digital services effectively.

The 2023-2026 Strategic Business Plan continues to prioritize the Digital Strategy implementation and is committed to transforming service delivery through innovation as a priority for the Region by enhancing service delivery, increasing access to digital services and modernizing the Region's technology platforms by 2026. The Region's digital workplace is focused on making it easier for staff to get work done, finding and accessing information, collaborating with others, and connecting all staff to the digital tools that they need to be effective.

To successfully achieve this Goal, a M365 Product Manager is required to drive the vision, strategy and roadmap for the Microsoft 365 platform in alignment with the Digital Strategy. This role will ensure the continued adoption of enterprise tools throughout the Region, product sustainability, and will develop and prioritize functional requirements for new or revised features or enhancements within M365 while maximizing cost optimization. It will engage with stakeholders to provide updates about product changes, and continuous improvements to ensure minimal impact to business operations.

Implications:

Without this role, there would be a lack of clear direction and strategy with the M365 platform, including a lack of alignment with user expectations, which may result in lower user satisfaction and adoption. Additionally, decision-making may be slower, resulting in delayed product development and release management which may impact the Region's ability to provide high-quality, online service delivery. Online digital services provide increased access to services and create efficiencies in service delivery. Cloud subscriptions also carry a significant risk of operating cost increases, and without this role, there is a risk that cost development would not be managed properly to support business value.

Alternatives:

External contractors will need to be hired which will have a significant financial impact. Hiring qualified staff with the necessary skills is very challenging when only temporary positions are offered versus permanent ones.

Reference:

N/A

Halton Region

Budget and Business Plan

STRATEGIC INVESTMENTS

RATE-SUPPORTED STRATEGIC INVESTMENTS

Rate-Supported Strategic Investments

Dept.	Division	Strategic Investment / Position Title	FTE	Personnel Services	Gross Impact	Recoveries	Funding & Revenue	Rate Impact
PW	Water & Wastewater System Services	Project Manager III	1.0	\$ 157,488	\$ 162,813	\$ -	\$ -	\$ 162,813
PW	PW Admin	Industrial Waste Technician	1.0	115,029	121,029	-	(121,029)	-
PW	Water & Wastewater System Services	Project Manager II	3.0	423,786	437,361	(437,361)	-	-
PW	W&WW Treatment and W&WW Systems Services	Maintenance Planners	2.0	257,042	269,167	-	-	269,167
PW	Infrastructure Planning & Policy	Project Manager II	1.0	141,262	146,662	(95,330)	-	51,332
PW	Water & Wastewater Treatment	Operations Support Coordinator	1.0	128,521	134,521	-	-	134,521
PW	Engineering & Construction	Project Coordinator	1.0	115,029	122,384	(122,384)	-	-
PW	Development Services	Supervisor, Inspections *	-	-	-	-	-	158,356
DIS	Digital Workplace & Technology	Network Analyst SCADA *	-	-	-	-	-	133,255
Rate-Supported Strategic Investments Total			10.0	\$ 1,338,157	\$ 1,393,937	\$ (655,075)	\$ (121,029)	\$ 909,444

* Supervisor, Inspections and Network Analyst SCADA strategic investment business cases can be found in the Tax-Supported Strategic Investments section

Strategic Investment

Project Manager III

Funding Source

Rate

Program Details

Department	Public Works
Division	W&WW Systems Services
Program	W&WW Stations, W&WW Linear Systems

Complement Details

Position Title	Project Manager III
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 157,488	\$ 157,488
Materials & Supplies	5,325	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	162,813	157,848
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	162,813	157,848
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 162,813	\$ 157,848

Business Case

Recommendation:

Approve 1.0 FTE Project Manager III to provide dedicated support to the Water & Wastewater Systems Services division in order to meet evolving legislative requirements for water and wastewater systems, training, and health and safety mandates.

Need:

This position will develop and deliver a comprehensive technical training and health and safety program, and oversee regulatory compliance activities to ensure that operations effectively meet regulatory requirements. The current availability of in-field and hands-on specialized training is limited. A comprehensive technical training program, alongside an improved health and safety initiative for Operations, needs to be developed, implemented, and consistently supervised. These training programs should evolve from traditional classroom settings to in-field and hands-on training in order to effectively reduce injuries. This shift will help decrease accident statistics, increase productivity, and support employee development. To better ensure regulatory compliance, the Plan-Do-Check-Act quality improvement cycle must be fully realized, particularly in areas such as operator licensing, system and facility inspections, and other compliance activities. This includes responding to internal audit findings (Corrective Actions (CARs)/Preventive Actions (PARs)) in coordination with the Integrated Management System Quality Assurance (IMSQA) team.

Additionally, new requirements for Ontario One Call, excess soils, and wastewater environmental compliance are being phased in by the end of 2024, which will necessitate a dedicated resource to oversee the development and implementation of new policies and procedures to effectively respond to these emerging regulatory demands.

Implications:

This work is currently managed by supervisory and management staff, who should be focused on day-to-day customer and operational needs, along with managing their teams, to meet the legislated obligations of the Division. Ensuring dedicated support is critical for maintaining compliance and effectively managing operational responsibilities.

Alternatives:

Continue to rely on Team Supervisors or experienced Operators to provide in-field training to new Operators.

Reference:

N/A

Strategic Investment

Industrial Waste Technician

Funding Source	Rate
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Program Details

Department	Public Works
Division	PW Admin
Program	Industrial Waste

Complement Details

Position Title	Industrial Waste Technician
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 115,029	\$ 115,029
Materials & Supplies	6,000	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	121,029	115,389
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	121,029	115,389
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	(121,029)	(115,389)
Total Revenue	(121,029)	(115,389)
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 FTE Industrial Waste Technician, which is required for field sampling, inspections and enforcement of the Wastewater By-law.

Need:

The Industrial Waste Technician role helps protect wastewater infrastructure by providing by-law education and enforcement. With an increase in operations reporting Fats, Oils & Grease-related sewer blockages, this necessitates more field support required by a technician to conduct more frequent and numerous restaurant inspections, interceptor clean-out record monitoring, and oil and grease sampling. Technicians are also required to investigate wastewater system upsets by tracking and tracing material in the sewershed. Complex issues affecting a couple of the wastewater plants are necessitating more frequent long-term project-based sampling which are challenging to complete with the existing team.

The total number of annual samples submitted for laboratory analysis has effectively doubled since 2020, from 640 annual samples to 1,142 annual samples in 2023. Technicians dedicate the majority of their time to field activities, including sample collection.

The Industrial Waste program has demonstrated annual growth and recovers its costs through the fees collected through sewer discharge agreements, including an additional seven new agreements in 2024, which in turn drives increased sampling needs to calculate agreement fees and monitor compliance. Program outcomes and fee recovery are dependent on the field effluent sampling conducted by the technicians. Sampling has increased in response to new overstrength and sanitary discharge agreements, proactive system monitoring, incident response and enforcement activities.

The cost of this investment will be fully offset by increased sewer discharge agreement revenues projected as a result of the recent increase in overstrength and sanitary discharge agreements.

Implications:

Industrial Waste Program outcomes and fee recovery are dependent on the field sampling conducted by the technicians.

Alternatives:

Continue with the current complement of two technicians and annual co-op student, utilizing overtime and backup support of inspection staff to complete technician field duties. Rely more heavily on self-sampling by industries for compliance monitoring.

Reference:

N/A

Strategic Investment

Project Manager II

Funding Source	Rate
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Program Details

Department	Public Works
Division	W & WW Systems Services
Program	W&WW Stations, W&WW Linear Systems

Complement Details

Position Title	Project Manager II
FTE Impact	3.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 423,786	\$ 423,786
Materials & Supplies	13,575	1,080
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	437,361	424,866
Allocated Charges/Recoveries	(437,361)	(424,866)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 3.0 FTE Project Manager II positions within the Water & Wastewater Systems Services division to streamline project delivery and deliver maintenance capital projects. This is crucial for successfully delivering new infrastructure to support the 2031 Municipal Housing targets and the State-Of-Good-Repair capital program.

Need:

Project pre-design, design, construction, and post-construction activities are currently managed by multiple Managers, Superintendents, and Team Supervisors. Approximately one-third of their work week is dedicated to supporting projects in various stages of development, primarily through document reviews and participation in planning and project meetings. Shifting workload to PM II positions will create capacity for Managers, Superintendents and Stations staff to concentrate on core leadership responsibilities, such as managing staff and overseeing day-to-day operations. Additionally, dedicated PM II resources to support capital projects will offer expertise and provide timely, consistent feedback throughout the pre-design, design, construction, and post-construction stages.

Implementing dedicated and embedded project management for maintenance project delivery will facilitate more timely completion of projects through enhanced collaboration between subject matter experts in Operations and Maintenance.

Qualified staff with specialized experience and training are essential to assist with post-construction activities, including the integration of new assets and processes into existing operations and maintenance programs, as well as compliance reporting and documentation. Facilitating this transition will require effective knowledge transfer and collaboration with Operations to ensure smooth implementation and sustained operational efficiency. Implementing dedicated and embedded project management for project delivery will facilitate more timely completion of projects through enhanced collaboration between subject matter experts in Operations and Maintenance.

This investment will support capital programs and therefore will be recovered from the Capital budget.

Implications:

Capital project activities are currently managed by Managers, Superintendents, and Team Supervisors, and capital involvement often comes at the expense of core responsibilities, including staff management and oversight of day-to-day operations. The existing approach of engaging individual Operations supervisors for capital project design and delivery is inefficient and time-consuming, often resulting in delays in decision-making. As the number of projects is expected to increase significantly in the coming years, the need for dedicated support will become even more critical.

Alternatives:

Continue to rely on existing staff for capital project delivery in addition to their core leadership responsibilities.

Reference:

N/A

Strategic Investment

Maintenance Planners

Funding Source	Rate
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Program Details

Department	Public Works
Division	W&WW Treatment and Systems Services
Program	Plant Maintenance, W&WW Stations

Complement Details

Position Title	Maintenance Planner
FTE Impact	2.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 257,042	\$ 257,042
Materials & Supplies	12,125	720
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	269,167	257,762
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	269,167	257,762
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 269,167	\$ 257,762

Business Case

Recommendation:

Approve 2.0 FTEs Maintenance Planners to provide maintenance planning services in Treatment Plant Maintenance and System Services.

Need:

Currently, planning work is managed by existing planners, team supervisors, trade staff, and temporary staff, which is unsustainable given the growing asset base to be maintained. Approximately 50 active state-of-good-repair projects are underway, impacting water and wastewater stations, along with 36 active maintenance capital projects. As assets are replaced, records must be updated to remove obsolete assets and include new ones, while maintenance plans for all new assets must be developed, configured, and managed continuously to uphold design reliability and regulatory compliance.

The planner-to-trade ratio is low, with approximately 14,000 work orders planned each year. Currently, four full-time and two temporary planners prepare work for around 50 trades on a weekly basis. Planning support is further supplemented by trade staff, contributing nearly 1,600 hours per year. The planner-to-asset ratio is also inadequate given the high level of asset variation and complexity, with over 24,000 maintainable assets across the plants.

These new positions will ensure that existing work demands necessary to maintain design reliability and regulatory obligations align with Original Equipment Manufacturer (OEM) and regulatory requirements. They will prepare work to enhance the efficiency of execution and optimize trade labor utilization. Additionally, these positions will ensure that maintenance plans for new assets are implemented to prevent premature failure, thereby supporting long-term operational effectiveness.

Implications:

The volume of work to be planned has grown significantly, and exceeds the capacity of the current team. A criticality analysis has identified gaps in the effectiveness of the existing maintenance plans, prompting the development of new plans to ensure that critical assets with high consequential risk factors do not fail. Additionally, the Ministry of the Environment, Conservation and Parks (MECP) has requested tighter controls over calibration records, necessitating further quality checks and monitoring of compliance records.

Alternatives:

Continue to increase the backlog of necessary maintenance of vertical infrastructure, increasing the risk of failures in the delivery of services to the public.

Reference:

N/A

Strategic Investment

Project Manager II

Funding Source

Rate

Program Details

Department	Public Works
Division	Infrastructure Planning & Policy
Program	Asset Management

Complement Details

Position Title	Project Manager II
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 141,262	\$ 141,262
Materials & Supplies	5,400	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	146,662	141,622
Allocated Charges/Recoveries	(95,330)	(92,054)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	51,332	49,568
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 51,332	\$ 49,568

Business Case

Recommendation:

Approve 1.0 FTE Project Manager II to lead the implementation of the Asset Management Plan, including projects to prioritize investment for critical Public Works infrastructure assets and implement new asset management tools to support the State-of-Good-Repair Capital Budget

Need:

Public Works will be completing an update to the Asset Management Plan in 2025 and moving to the next phases of major Asset Management initiatives requiring significant dedicated resources. These include the selection and implementation of a new software platform that will replace the obsolete series of spreadsheets and databases that currently are the source of the State-Of-Good-Repair Capital Budget. Resources are required to manage and coordinate engagement from the Public Works operating divisions and work closely with Digital and Information Services and Finance partners in the selection and implementation of a new system.

Public Works has recently completed a pilot project to more accurately and consistently determine the Consequence of Failure rating that is used to identify priorities for capital renewal. Applying this framework across the remaining Public Works assets is a significant undertaking. Resources are required to lead and coordinate work with the operating divisions so that the framework is applied consistently. In addition, improvements are required in the methodology used for tracking the progress of capital projects to inform annual reporting and ensure that approved capital budgets are being used effectively.

The completion of the highlighted initiatives will enable improved prioritization of critical asset renewal and support improved coordination with local municipality capital programs. This is becoming increasingly more critical to support projected growth within the Built Boundary.

This investment will be funded from the Capital and Water & Wastewater Operating budgets.

Implications:

Without an additional resource to help complete this work, initiatives that are critical to modernizing the tools used to manage Public Works assets and prepare the annual capital budget would be deferred, which could negatively impact the ability of the Region to deliver new infrastructure to support the 2031 Municipal Housing targets and manage an increasing State-of-Good-Repair capital program that continues to grow in size and complexity.

Alternatives:

These activities are being supported by contract staff which creates the risk of loss of staff knowledge upon departure and associated impact on project schedule for completion.

Reference:

N/A

Strategic Investment

Operations Support Coordinator

Funding Source	Rate
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Program Details

Department	Public Works
Division	W&WW Treatment
Program	Plant Capital and Engineering

Complement Details

Position Title	Operations Support Coordinator
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 128,521	\$ 128,521
Materials & Supplies	6,000	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	134,521	128,881
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	134,521	128,881
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 134,521	\$ 128,881

Business Case

Recommendation:

Approve 1.0 FTE Operations Support Coordinator to provide support to the Water and Wastewater Treatment Division, particularly for health and safety programs.

Need:

Operations support coordinators deliver a comprehensive range of services to the operating groups, addressing evolving legislation, data management needs, and optimization through continuous improvement initiatives. They provide essential support both in the field and on special projects, assisting operating groups in meeting health, safety, and regulatory compliance obligations, as well as in training, development, and process and procedure enhancement.

The operating groups face numerous legislated health and safety obligations that necessitate ongoing updates. These include fire safety plans, management of asbestos and other designated substances, and inspections of safety kits and Automated External Defibrillators (AEDs). Regular building safety inspections, personal protective equipment inspections, spill prevention and contingency plans, environmental emergency plans, contractor safety protocols, confined space entry procedures, respiratory protection measures, hazardous energy control practices, and diving operations are all essential requirements. These critical programs demand continuous monitoring, evaluation, and reporting to ensure that all activities are carried out effectively and in compliance with regulatory standards.

Implications:

This work is currently being carried out by one contract staff member providing support to the Water and Wastewater Treatment Division. Providing a dedicated resource will ensure proper administration, coordination, and oversight of these critical areas, facilitating compliance and enhancing operational efficiency.

Alternatives:

Continue to rely on a contract staff member or increase the workload of existing staff who are already occupied with day-to-day operations, which is not sustainable given the high importance of legislative obligations.

Reference:

N/A

Strategic Investment

Project Coordinator

Funding Source	Rate
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Program Details

Department	Public Works
Division	Engineering & Construction
Program	Engineering Management Office

Complement Details

Position Title	Project Coordinator
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

Funding Impact

Operating	2025 Impact	2026 Impact
Personnel Services	\$ 115,029	\$ 115,029
Materials & Supplies	6,755	360
Purchased Services	600	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	122,384	115,389
Allocated Charges/Recoveries	(122,384)	(115,389)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 FTE Project Coordinator role within the Engineering Management Office to help facilitate capital project delivery.

Need:

The addition of a Project Coordinator will expand the capacity of the team to accommodate a greater number of projects. As the Region's capital program continues to grow in size and complexity, the demand for Project Coordinator services will increase, necessitating additional capacity to meet these needs. This enhancement will facilitate the appropriate utilization of knowledge, skills, and experience, leading to greater capacity for high-demand skill sets among Project Managers (PMs). Furthermore, it will increase the effectiveness of PMs by allowing them to dedicate more time and effort to design reviews, stakeholder management, vendor management, and quality control. Ultimately, this will result in a reduction of overtime for Managers, Subject Matter Experts, and PMs.

The responsibilities of Project Coordinators have undergone significant changes due to the revised service delivery model. Transitioning from a "pool-transactional" support system, Project Coordinators now provide proactive, responsibility-based dedicated support for each project. As a result, several project-related tasks that were previously managed by Project Managers now fall under the purview of Project Coordinators.

With the current capacity of four Project Coordinators, each Coordinator has a very high workload, with a large number of projects to support. Furthermore, each Coordinator currently supports approximately seven Project Managers, including Subject Matter Experts.

This investment will support capital programs and therefore will be recovered from the Capital budget.

Implications:

Given the limited capacity, the Project Coordinator team can realistically provide services to only about 20-25 projects—approximately five projects per Coordinator. This translates to just seven hours of support per week for each project, which is insufficient to meet the growing demands of project management and coordination effectively. To enhance support and ensure project success, an increase in the number of Project Coordinators is essential.

Alternatives:

Continue with the current capacity of project coordinators and continue to supplement with contract staff, which is unsustainable to meet the growing demands of project management and co-ordination.

Reference:

N/A

Halton Region Budget and Business Plan

OPERATING BUDGET



VIEW OF THE WEST ENTRANCE TO HALTON REGIONAL CENTRE

Tax-Supported Budget Summary

Tax-Supported Budget Summary (\$000s)									
	2024	2025			Change in Budget				
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2025 Base / 2024 Approved		2025 Requested / 2024 Approved		
Regional Services	\$ 321,948	\$ 333,059	\$ 2,222	\$ 335,280	\$ 11,111	3.5%	\$ 13,333	4.1%	
Police Services	203,787	228,011	3,979	231,990	24,224	11.9%	28,203	13.8%	
Total	\$ 525,734	\$ 561,069	\$ 6,201	\$ 567,270	\$ 35,335	6.7%	\$ 41,536	7.9%	

Schedule may not add due to rounding

Summary of Tax Changes (With 1.8% Weighted Assessment Growth)				
	2025			2025
	Base Budget	Strategic Investments	Requested Budget	Budget Directions
Regional Services	1.6%	0.7%	2.3%	4.0%
Police Services	9.9%	1.9%	11.8%	
Total	4.8%	1.2%	6.0%	

Net Program Expenditures - Tax

The following tables set out the net expenditure by program at a detailed level.

Net Dollars	2022	2023	2024		2025			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actuals ¹	Base Budget	Strategic Investments	Requested Budget	2025 Base / 2024 Approved		2025 Requested / 2024 Approved		
Health												
Healthy Families	\$ 3,606,887	\$ 5,090,361	\$ 5,897,962	\$ 6,020,414	\$ 6,172,455	\$ -	\$ 6,172,455	\$ 274,493	4.7%	\$ 274,493	4.7%	
Health Protection	3,828,504	4,801,101	3,987,344	4,240,936	4,410,140	-	4,410,140	422,796	10.6%	422,796	10.6%	
Immunization & Oral Health Services	5,797,980	3,865,690	4,188,702	5,306,604	4,795,713	-	4,795,713	607,011	14.5%	607,011	14.5%	
Infectious Disease Control	4,190,777	4,443,351	3,915,009	4,966,409	4,495,810	-	4,495,810	580,801	14.8%	580,801	14.8%	
Public Health Resources	2,648,025	3,746,952	2,635,187	1,989,842	2,868,170	-	2,868,170	232,982	8.8%	232,982	8.8%	
Total Public Health	20,072,174	21,947,456	20,624,204	22,524,205	22,742,287	-	22,742,287	2,118,083	10.3%	2,118,083	10.3%	
Paramedic Services	22,037,221	23,237,792	26,944,054	26,144,054	30,153,102	785,400	30,938,502	3,209,048	11.9%	3,994,448	14.8%	
Total Health	42,109,394	45,185,247	47,568,259	48,668,259	52,895,389	785,400	53,680,789	5,327,130	11.2%	6,112,530	12.9%	
Social & Community Services												
Children's Services	6,722,638	8,540,515	10,541,840	10,541,840	10,541,840	-	10,541,840	-	0.0%	-	0.0%	
Employment & Social Services	6,709,776	7,687,539	8,082,026	7,682,026	6,805,234	328,152	7,133,386	(1,276,792)	-15.8%	(948,640)	-11.7%	
Housing Services	37,354,784	40,014,484	43,245,531	43,045,531	48,738,076	-	48,738,076	5,492,545	12.7%	5,492,545	12.7%	
Human Services Planning & Program Support	8,430,006	8,898,391	9,698,164	9,498,164	9,877,892	500,000	10,377,892	179,728	1.9%	679,728	7.0%	
Services for Seniors	21,585,662	25,573,504	27,783,072	27,533,072	30,159,130	165,054	30,324,184	2,376,058	8.6%	2,541,112	9.1%	
Total Social & Community Services	80,802,866	90,714,433	99,350,634	98,300,634	106,122,172	993,206	107,115,378	6,771,538	6.8%	7,764,744	7.8%	
Public Works - Tax												
Waste Management	47,041,090	49,069,750	51,250,566	51,250,566	53,583,988	-	53,583,988	2,333,422	4.6%	2,333,422	4.6%	
Road Operations	58,230,151	59,361,832	62,939,332	62,399,332	66,320,495	8,335	66,328,829	3,381,163	5.4%	3,389,498	5.4%	
Development Services	9,308,472	8,204,535	7,828,078	7,828,078	8,155,793	-	8,155,793	327,715	4.2%	327,715	4.2%	
Total Public Works - Tax	114,579,713	116,636,117	122,017,975	121,477,975	128,060,275	8,335	128,068,610	6,042,300	5.0%	6,050,635	5.0%	
Small Business Centre & Heritage Services												
Small Business Centre & Heritage Services	2,964,167	3,500,278	3,712,795	3,612,795	2,567,516	-	2,567,516	(1,145,279)	-30.8%	(1,145,279)	-30.8%	
Total Small Business Centre & Heritage Services	2,964,167	3,500,278	3,712,795	3,612,795	2,567,516	-	2,567,516	(1,145,279)	-30.8%	(1,145,279)	-30.8%	
Corporate Administration												
Corporate Administration	5,286,164	5,285,854	-	-	-	-	-	-	0.0%	-	0.0%	
Total Corporate Administration	5,286,164	5,285,854	-	-	-	-	-	-	0.0%	-	0.0%	

Schedule may not add due to rounding

¹ Projected Actuals discussed in Report No. **FN-25-24** re: Operating Budget Variance Report for the period ending August 31, 2024 and Capital Budget Variance and project closure for the period ending June 30, 2024

Net Dollars	2022	2023	2024		2025			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actuals ¹	Base Budget	Strategic Investments	Requested Budget	2025 Base / 2024 Approved		2025 Requested / 2024 Approved	
Non-Program Items & Fiscal Transactions											
Supplementary Tax Revenue	(6,259,632)	(7,644,774)	(7,300,000)	(7,300,000)	(7,300,000)	-	(7,300,000)	-	0.0%	-	0.0%
Other Tax Revenue	(5,560,515)	(5,152,465)	(4,700,000)	(4,700,000)	(4,900,000)	-	(4,900,000)	(200,000)	4.3%	(200,000)	4.3%
Tax Write-Off Provision	5,819,224	3,624,227	4,900,000	4,900,000	4,900,000	-	4,900,000	-	0.0%	-	0.0%
Tax Policy Expenditures	1,260,652	582,442	548,000	548,000	628,000	-	628,000	80,000	14.6%	80,000	14.6%
Assessment Services	9,862,415	9,858,050	9,947,500	9,947,500	10,327,700	-	10,327,700	380,200	3.8%	380,200	3.8%
Provincial Offences Act Revenue	(806,490)	(1,405,586)	(918,752)	(918,752)	(918,752)	-	(918,752)	-	0.0%	-	0.0%
Net Interest Earnings	(7,750,800)	(7,750,800)	(11,159,900)	(11,159,900)	(17,978,100)	-	(17,978,100)	(6,818,200)	61.1%	(6,818,200)	61.1%
General Expenditures	32,013,306	33,545,018	38,068,735	37,973,688	37,736,310	434,634	38,170,944	(332,425)	-0.9%	102,209	0.3%
Governance Chargeback	6,177,202	5,633,856	6,185,610	6,280,657	6,578,025	-	6,578,025	392,415	6.3%	392,415	6.3%
Total Non-Prog Items & Fiscal Transactions	34,755,362	31,289,968	35,571,193	35,571,193	29,073,183	434,634	29,507,817	(6,498,011)	-18.3%	(6,063,377)	-17.0%
Boards & Agencies											
Conservation Authorities	10,452,410	10,939,051	11,539,472	11,539,472	12,094,109	-	12,094,109	554,637	4.8%	554,637	4.8%
North Halton Mental Health Clinic	1,223,818	1,126,442	1,293,000	1,193,000	1,324,834	-	1,324,834	31,834	2.5%	31,834	2.5%
Royal Botanical Gardens	834,912	859,959	894,357	894,357	921,188	-	921,188	26,831	3.0%	26,831	3.0%
Total Boards & Agencies	12,511,140	12,925,452	13,726,829	13,626,829	14,340,131	-	14,340,131	613,302	4.5%	613,302	4.5%
Net Regional Impact Expenditure	293,008,806	305,537,349	321,947,685	321,257,685	333,058,666	2,221,575	335,280,241	11,110,982	3.5%	13,332,556	4.1%
Halton Regional Police Service											
Police Services	164,753,546	176,992,015	191,996,910	191,996,910	214,350,613	3,979,166	218,329,779	22,353,703	11.6%	26,332,869	13.7%
Police Services - Debt Charges	3,213,054	3,199,598	7,200,152	7,200,152	6,874,063	-	6,874,063	(326,089)	-4.5%	(326,089)	-4.5%
Police Services - Reserves/Capital Transfers	7,979,939	5,847,396	4,589,568	4,589,568	6,786,049	-	6,786,049	2,196,481	47.9%	2,196,481	47.9%
Total Halton Regional Police Service	175,946,539	186,039,009	203,786,630	203,786,630	228,010,725	3,979,166	231,989,891	24,224,095	11.9%	28,203,261	13.8%
Net Regional Levy Requirement	\$ 468,955,345	\$ 491,576,358	\$ 525,734,315	\$ 525,044,315	\$ 561,069,391	\$ 6,200,741	\$ 567,270,132	\$ 35,335,077	6.7%	\$ 41,535,817	7.9%

Schedule may not add due to rounding

¹ Projected Actuals discussed in Report No. FN-25-24 re: Operating Budget Variance Report for the period ending August 31, 2024 and Capital Budget Variance and project closure for the period ending June 30, 2024

Net Dollars	2022	2023	2024		2025			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actuals ¹	Base Budget	Strategic Investments	Requested Budget	2025 Base / 2024 Approved		2025 Requested / 2024 Approved	
Corporate Administration											
CAO's Office											
Internal Audit	\$ 716,582	\$ 775,403	\$ 825,687	\$ 825,687	\$ 865,291	\$ -	\$ 865,291	39,605	4.8%	\$ 39,605	4.8%
Strategic Initiatives & Government Relations	4,459,170	4,647,390	5,137,307	5,137,307	5,492,221	-	5,492,221	354,914	6.9%	354,914	6.9%
Total CAO's Office	5,175,752	5,422,793	5,962,993	5,962,993	6,357,512	-	6,357,512	394,519	6.6%	394,519	6.6%
Corporate Services											
Capital Construction & Realty	2,834,542	4,280,332	4,858,088	4,858,088	5,280,394	153,827	5,434,221	422,306	8.7%	576,133	11.9%
Communications & Customer Service	5,743,142	5,999,610	6,595,400	6,595,400	6,955,894	-	6,955,894	360,493	5.5%	360,493	5.5%
Energy, Fleet & Facilities	22,370,669	21,554,408	21,034,259	21,034,259	21,870,545	-	21,870,545	836,286	4.0%	836,286	4.0%
Human Resource Services	5,868,857	6,413,103	6,489,335	6,489,335	6,888,874	-	6,888,874	399,539	6.2%	399,539	6.2%
Legal Services	10,180,927	11,658,174	11,309,999	11,309,999	12,099,674	-	12,099,674	789,675	7.0%	789,675	7.0%
Supply Chain Management	3,422,402	3,917,763	3,862,376	3,862,376	4,116,205	-	4,116,205	253,829	6.6%	253,829	6.6%
Total Corporate Services	50,420,539	53,823,391	54,149,458	54,149,458	57,211,586	153,827	57,365,413	3,062,128	5.7%	3,215,955	5.9%
Digital & Information Services											
Business Solutions & Transformation	6,124,465	6,386,386	6,650,263	6,650,263	7,431,572	-	7,431,572	781,310	11.7%	781,310	11.7%
Digital Services & Data Management	3,145,432	4,901,180	5,371,213	5,371,213	6,105,730	-	6,105,730	734,517	13.7%	734,517	13.7%
Digital Workplace & Technology	15,170,072	15,242,009	16,330,912	16,330,912	18,600,860	295,606	18,896,466	2,269,947	13.9%	2,565,553	15.7%
Total Digital & Information Services	24,439,968	26,529,575	28,352,388	28,352,388	32,138,162	295,606	32,433,768	3,785,774	13.4%	4,081,380	14.4%
Finance											
Budgets & Tax Policy	3,079,620	3,365,896	3,545,986	3,545,986	3,690,483	-	3,690,483	144,497	4.1%	144,497	4.1%
Capital & Development Financing	2,619,629	2,791,267	2,605,437	2,605,437	2,760,064	157,491	2,917,555	154,626	5.9%	312,117	12.0%
Financial Services & Payroll	4,914,748	5,908,027	6,258,530	6,258,530	6,647,689	269,783	6,917,472	389,159	6.2%	658,942	10.5%
Total Finance	10,613,997	12,065,190	12,409,953	12,409,953	13,098,236	427,274	13,525,510	688,283	5.5%	1,115,557	9.0%
Office of the Chair & Regional Council											
Office of the Chair	253,918	279,579	308,478	308,478	318,923	-	318,923	10,445	3.4%	10,445	3.4%
Regional Council	1,637,579	1,666,704	1,760,424	1,760,424	1,918,781	-	1,918,781	158,357	9.0%	158,357	9.0%
Total Office of the Chair & Regional Council	1,891,497	1,946,282	2,068,902	2,068,902	2,237,704	-	2,237,704	168,802	8.2%	168,802	8.2%
Total Corporate Administration Costs	\$ 92,541,753	\$ 99,787,230	\$ 102,943,695	\$ 102,943,695	\$ 111,043,200	\$ 876,707	\$ 111,919,907	\$ 8,099,506	7.9%	\$ 8,976,213	8.7%

Schedule may not add due to rounding

¹ Projected Actuals discussed in Report No. **FN-25-24** re: Operating Budget Variance Report for the period ending August 31, 2024 and Capital Budget Variance and project closure for the period ending June 30, 2024

Corporate Administration Costs

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				
	2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change 2025 Requested / 2024 Approved		2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change 2025 Requested / 2024 Approved		2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change 2025 Requested / 2024 Approved	
CAO's Office															
Internal Audit	\$ 775,403	\$ 842,357	\$ 865,291	\$ 22,934	2.7%	\$ -	\$ (15,000)	\$ -	\$ 15,000	-100.0%	\$ 775,403	\$ 827,357	\$ 865,291	\$ 37,934	4.6%
Strategic Initiatives & Government Relations	4,647,390	5,135,636	5,492,221	356,585	6.9%	-	-	-	-	0.0%	4,647,390	5,135,636	5,492,221	356,585	6.9%
Total CAO's Office	5,422,793	5,977,993	6,357,512	379,519	6.3%	-	(15,000)	-	15,000	-100.0%	5,422,793	5,962,993	6,357,512	394,519	6.6%
Corporate Services															
Capital Construction & Realty	4,267,054	4,850,877	5,266,233	415,356	8.6%	(1,026,900)	(4,134,846)	(4,463,477)	(328,632)	7.9%	3,285,272	655,686	738,269	82,583	12.6%
Communications	5,980,087	6,604,431	6,965,540	361,108	5.5%	(3,919)	(18,501)	(19,506)	(1,005)	5.4%	6,119,190	6,699,784	7,072,337	372,552	5.6%
Energy, Fleet & Facilities	25,353,309	24,370,447	25,551,127	1,180,680	4.8%	(14,582,556)	(14,228,174)	(15,759,412)	(1,531,238)	10.8%	10,567,327	10,067,742	9,690,883	(376,859)	-3.7%
Human Resource Services	7,607,313	7,498,934	8,066,020	567,086	7.6%	(2,105,892)	(2,039,558)	(2,098,600)	(59,042)	2.9%	5,566,562	5,518,136	6,039,023	520,888	9.4%
Legal Services	12,317,156	11,542,904	12,341,191	798,287	6.9%	(6,409,531)	(7,199,850)	(7,695,384)	(495,534)	6.9%	5,846,321	4,291,657	4,594,099	302,442	7.0%
Supply Chain Management	4,031,516	3,928,871	4,152,901	224,030	5.7%	(1,531,049)	(1,558,797)	(1,573,939)	(15,142)	1.0%	2,511,916	2,383,734	2,598,083	214,349	9.0%
Total Corporate Services	59,556,435	58,796,465	62,343,012	3,546,547	6.0%	(25,659,848)	(29,179,725)	(31,610,318)	(2,430,593)	8.3%	33,896,588	29,616,739	30,732,694	1,115,955	3.8%
Digital & Information Services															
Business Solutions & Transformation	6,664,236	6,837,649	7,541,071	703,423	10.3%	(1,217,284)	(1,210,337)	(1,094,558)	115,779	-9.6%	5,446,952	5,627,312	6,446,513	819,202	14.6%
Digital Services & Data Management	4,891,593	5,450,330	6,186,156	735,826	13.5%	(147,459)	(236,418)	(222,882)	13,536	-5.7%	4,744,134	5,213,912	5,963,274	749,362	14.4%
Digital Workplace & Technology	15,453,404	16,667,599	19,205,348	2,537,749	15.2%	(2,350,561)	(2,510,477)	(2,737,136)	(226,660)	9.0%	13,102,843	14,157,122	16,468,211	2,311,089	16.3%
Total Digital & Information Services	27,009,234	28,955,578	32,932,575	3,976,997	13.7%	(3,715,304)	(3,957,232)	(4,054,576)	(97,345)	2.5%	23,293,930	24,998,346	28,877,999	3,879,653	15.5%
Finance															
Budgets & Tax Policy	3,344,250	3,533,836	3,679,351	145,515	4.1%	(1,886,576)	(1,970,441)	(2,055,440)	(84,999)	4.3%	1,457,675	1,563,395	1,623,911	60,516	3.9%
Capital & Development Financing	3,243,551	3,223,219	3,534,523	311,304	9.7%	(2,795,397)	(2,794,604)	(3,083,642)	(289,038)	10.3%	448,154	428,615	450,881	22,265	5.2%
Financial Services & Payroll	6,345,327	6,378,148	7,026,886	648,738	10.2%	(1,292,729)	(1,156,226)	(1,482,140)	(325,914)	28.2%	5,052,598	5,221,922	5,544,746	322,825	6.2%
Total Finance	12,933,129	13,135,203	14,240,760	1,105,557	8.4%	(5,974,702)	(5,921,271)	(6,621,222)	(699,951)	11.8%	6,958,427	7,213,932	7,619,538	405,606	5.6%
Office of the Chair & Regional Council															
Office of the Chair	279,579	308,478	318,923	10,445	3.4%	-	-	-	-	0.0%	279,579	308,478	318,923	10,445	3.4%
Regional Council	1,723,349	1,760,424	1,918,781	158,357	9.0%	(56,646)	-	-	-	0.0%	1,666,704	1,760,424	1,918,781	158,357	9.0%
Total Office of the Chair & Regional Council	2,002,928	2,068,902	2,237,704	168,802	8.2%	(56,646)	-	-	-	0.0%	1,946,282	2,068,902	2,237,704	168,802	8.2%
Total Corporate Administration	\$ 106,924,519	\$ 108,934,141	\$ 118,111,563	\$ 9,177,423	8.4%	\$ (35,406,499)	\$ (39,073,228)	\$ (42,286,116)	\$ (3,212,889)	8.2%	\$ 71,518,020	\$ 69,860,913	\$ 75,825,447	\$ 5,964,534	8.5%

Schedule may not add due to rounding

Gross Expenditures & Revenues by Program (Tax)

This table sets out the total direct costs, other expenditures, capital expenditures, which total gross expenditures, revenues and net program impact.

	Total Direct Costs					Other Expenditures					Capital Financing & Other Costs				
	2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change 2025 Requested / 2024 Approved		2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change 2025 Requested / 2024 Approved		2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change 2025 Requested / 2024 Approved	
Health															
Healthy Families	\$ 8,191,035	\$ 10,025,175	\$ 10,654,174	\$ 628,999	6.3%	\$ 2,547,465	\$ 2,986,122	\$ 3,142,756	\$ 156,634	5.2%	\$ -	\$ -	\$ -	\$ -	0.0%
Health Protection	7,140,069	7,106,867	7,406,225	299,358	4.2%	1,950,690	1,965,447	2,086,985	121,538	6.2%	-	-	-	-	0.0%
Immunization & Oral Health Services	16,917,923	12,315,856	11,984,715	(331,141)	-2.7%	2,667,855	2,450,199	2,615,856	165,657	6.8%	46,000	46,000	46,000	-	0.0%
Infectious Disease Control	9,234,424	7,996,097	7,964,227	(31,870)	-0.4%	1,958,017	1,785,176	1,917,005	131,829	7.4%	34,023	34,024	35,857	1,834	5.4%
Public Health Resources	5,506,896	4,708,588	4,849,395	140,806	3.0%	1,052,140	1,162,891	1,255,067	92,176	7.9%	-	-	-	-	0.0%
Total Public Health	46,990,347	42,152,583	42,858,735	706,152	1.7%	10,176,168	10,349,835	11,017,669	667,834	6.5%	80,023	80,024	81,857	1,834	2.3%
Paramedic Services	38,109,927	43,830,129	47,635,298	3,805,168	8.7%	7,028,596	7,479,752	8,617,661	1,137,909	15.2%	3,203,123	3,349,262	3,903,175	553,913	16.5%
Total Health	85,100,274	85,982,712	90,494,033	4,511,321	5.2%	17,204,763	17,829,587	19,635,330	1,805,743	10.1%	3,283,146	3,429,285	3,985,032	555,747	16.2%
Social & Community Services															
Children's Services	193,198,224	191,379,473	253,868,843	62,489,370	32.7%	3,960,690	4,132,198	4,496,507	364,309	8.8%	50,000	65,600	65,600	-	0.0%
Employment & Social Services	35,373,332	34,715,532	43,045,998	8,330,466	24.0%	3,067,025	2,927,514	3,123,650	196,136	6.7%	-	-	-	-	0.0%
Housing Services	54,560,670	58,569,974	59,429,012	859,038	1.5%	2,152,853	2,731,286	3,341,065	609,779	22.3%	6,500,000	7,650,000	11,665,000	4,015,000	52.5%
Human Services Planning & Program Support	9,512,101	10,040,654	10,212,132	171,478	1.7%	1,066,752	1,038,484	1,102,349	63,865	6.1%	-	-	-	-	0.0%
Services for Seniors	81,148,795	81,107,942	88,618,384	7,510,442	9.3%	12,714,677	13,946,003	15,987,449	2,041,446	14.6%	2,265,223	2,265,223	2,265,223	-	0.0%
Total Social & Community Services	373,793,122	375,813,575	455,174,369	79,360,794	21.1%	22,961,997	24,775,485	28,051,020	3,275,535	13.2%	8,815,223	9,980,823	13,995,823	4,015,000	40.2%
Public Works - Tax															
Waste Management	46,055,275	46,560,032	46,079,236	(480,796)	-1.0%	5,083,685	5,318,733	6,045,484	726,751	13.7%	7,266,179	7,781,927	12,372,322	4,590,395	59.0%
Road Operations	17,805,538	19,819,442	20,428,377	608,935	3.1%	3,901,652	4,671,186	4,693,020	21,834	0.5%	38,146,201	39,147,001	41,966,021	2,819,020	7.2%
Development Services	5,947,847	6,048,843	6,480,406	431,563	7.1%	4,302,995	3,571,153	3,510,216	(60,937)	-1.7%	-	-	-	-	0.0%
Total Public Works - Tax	69,808,660	72,428,317	72,988,019	559,702	0.8%	13,288,332	13,561,072	14,248,720	687,648	5.1%	45,412,380	46,928,928	54,338,343	7,409,415	15.8%
Small Business Centre & Heritage Services															
Small Business Centre & Heritage Services	2,545,272	2,678,908	1,564,813	(1,114,095)	-41.6%	1,221,605	1,231,278	1,198,783	(32,495)	-2.6%	18,500	18,500	18,500	-	0.0%
Total Small Business Centre & Heritage Services	2,545,272	2,678,908	1,564,813	(1,114,095)	-41.6%	1,221,605	1,231,278	1,198,783	(32,495)	-2.6%	18,500	18,500	18,500	-	0.0%
CAO's Office															
Internal Audit	789,068	858,782	883,537	24,754	2.9%	(834,571)	(858,782)	(883,537)	(24,754)	2.9%	-	-	-	-	0.0%
Strategic Initiatives & Government Relations	4,619,992	5,108,314	5,434,322	326,008	6.4%	(5,036,570)	(5,108,314)	(5,434,322)	(326,008)	6.4%	-	-	-	-	0.0%
Total CAO's Office	5,409,060	5,967,096	6,317,858	350,762	5.9%	(5,871,141)	(5,967,096)	(6,317,858)	(350,762)	5.9%	-	-	-	-	0.0%
Corporate Services															
Capital Construction & Realty	4,191,004	4,798,582	5,359,892	561,309	11.7%	(1,668,691)	(4,798,582)	(5,359,892)	(561,309)	11.7%	-	-	-	-	0.0%
Communications & Customer Service	6,015,618	6,604,290	6,961,318	357,027	5.4%	(6,332,324)	(6,588,789)	(6,944,812)	(356,022)	5.4%	3,000	3,000	3,000	-	0.0%
Energy, Fleet & Facilities	18,094,171	17,532,986	18,446,651	913,665	5.2%	(19,066,555)	(19,968,439)	(20,826,134)	(857,695)	4.3%	5,263,307	5,745,607	6,213,007	467,400	8.1%
Human Resource Services	7,591,937	7,486,125	8,046,507	560,381	7.5%	(7,159,933)	(7,486,125)	(8,046,507)	(560,381)	7.5%	-	-	-	-	0.0%
Legal Services	11,746,257	11,494,520	12,285,216	790,696	6.9%	(9,663,868)	(11,249,072)	(12,030,393)	(781,321)	6.9%	-	-	-	-	0.0%
Supply Chain Management	3,783,054	3,919,906	4,104,315	184,409	4.7%	(3,526,725)	(3,884,906)	(4,104,744)	(219,838)	5.7%	6,000	6,000	42,429	36,429	607.1%
Total Corporate Services	51,422,041	51,836,410	55,203,897	3,367,488	6.5%	(47,418,095)	(53,975,913)	(57,312,480)	(3,336,567)	6.2%	5,272,307	5,754,607	6,258,436	503,829	8.8%

Schedule may not add due to rounding

	Total Direct Costs					Other Expenditures					Capital Financing & Other Costs				
	2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change		2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change		2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change	
				2025 Requested / 2024 Approved					2025 Requested / 2024 Approved					2025 Requested / 2024 Approved	
Digital & Information Services															
Business Solutions & Transformation	6,623,565	6,831,774	7,537,923	706,150	10.3%	(6,034,235)	(6,647,023)	(7,428,172)	(781,150)	11.8%	-	-	-	-	0.0%
Digital Services & Data Management	4,930,021	5,446,277	6,178,574	732,298	13.4%	(5,136,416)	(5,365,142)	(6,097,439)	(732,298)	13.6%	-	-	-	-	0.0%
Digital Workplace & Technology	10,744,707	11,645,197	13,871,496	2,226,299	19.1%	(14,677,617)	(16,195,698)	(18,692,487)	(2,496,789)	15.4%	4,317,230	4,550,501	4,820,990	270,489	5.9%
Total Digital & Information Services	22,298,293	23,923,247	27,587,994	3,664,746	15.3%	(25,848,268)	(28,207,862)	(32,218,098)	(4,010,236)	14.2%	4,317,230	4,550,501	4,820,990	270,489	5.9%
Finance															
Budgets & Tax Policy	3,378,959	3,544,724	3,687,445	142,721	4.0%	(3,378,457)	(3,544,724)	(3,687,445)	(142,721)	4.0%	-	-	-	-	0.0%
Capital & Development Financing	3,202,455	3,169,049	3,477,274	308,226	9.7%	(2,728,416)	(2,577,049)	(2,885,274)	(308,226)	12.0%	-	-	-	-	0.0%
Financial Services & Payroll	6,242,276	6,388,707	7,033,615	644,907	10.1%	(5,575,473)	(6,265,457)	(6,910,365)	(644,907)	10.3%	-	-	-	-	0.0%
Total Finance	12,823,690	13,102,480	14,198,334	1,095,854	8.4%	(11,682,346)	(12,387,230)	(13,483,084)	(1,095,854)	8.8%	-	-	-	-	0.0%
Office of the Chair & Regional Council															
Office of the Chair	270,365	297,923	306,837	8,914	3.0%	(290,390)	(297,923)	(306,837)	(8,914)	3.0%	-	-	-	-	0.0%
Regional Council	1,723,349	1,760,424	1,914,281	153,857	8.7%	(1,766,130)	(1,760,424)	(1,914,281)	(153,857)	8.7%	-	-	-	-	0.0%
Total Office of the Chair & Regional Council	1,993,714	2,058,347	2,221,118	162,771	7.9%	(2,056,520)	(2,058,347)	(2,221,118)	(162,771)	7.9%	-	-	-	-	0.0%
Non-Program Items & Fiscal Transactions															
Supplementary Tax Revenue	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Other Tax Revenue	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Tax Write-Off Provision	3,624,227	4,900,000	4,900,000	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Tax Policy Expenditures	582,442	548,000	628,000	80,000	14.6%	-	-	-	-	0.0%	-	-	-	-	0.0%
Assessment Services	9,858,050	9,947,500	10,327,700	380,200	3.8%	-	-	-	-	0.0%	-	-	-	-	0.0%
Provincial Offences Act Revenue	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Net Interest Earnings	27,030	-	-	-	0.0%	76,723,470	43,632,200	43,632,200	-	0.0%	-	-	-	-	0.0%
General Expenditures	7,329,608	3,346,000	3,146,000	(200,000)	-6.0%	1,584,863	10,108,203	10,226,812	118,609	1.2%	24,743,316	33,335,460	34,903,607	1,568,147	4.7%
Governance Chargeback	-	-	-	-	0.0%	5,633,856	6,185,610	6,578,025	392,415	6.3%	-	-	-	-	0.0%
Total Non-Prog Items & Fiscal Transactions	21,421,357	18,741,500	19,001,700	260,200	1.4%	83,942,189	59,926,013	60,437,037	511,024	0.9%	24,743,316	33,335,460	34,903,607	1,568,147	4.7%
Boards & Agencies															
Conservation Authorities	10,939,051	11,539,472	12,094,109	554,637	4.8%	-	-	-	-	0.0%	-	-	-	-	0.0%
Royal Botanical Gardens	859,959	894,357	921,188	26,831	3.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
North Halton Mental Health Clinic	935,542	1,232,900	1,264,734	31,834	2.6%	190,900	60,100	60,100	-	0.0%	-	-	-	-	0.0%
Total Boards & Agencies	12,734,552	13,666,729	14,280,031	613,302	4.5%	190,900	60,100	60,100	-	0.0%	-	-	-	-	0.0%
Halton Regional Police Service															
Halton Regional Police Service	187,044,285	200,805,687	227,553,120	26,747,433	13.3%	3,175,372	2,731,157	2,990,235	259,078	9.5%	7,898,859	11,789,720	13,660,112	1,870,392	15.9%
Halton Regional Police Service	187,044,285	200,805,687	227,553,120	26,747,433	13.3%	3,175,372	2,731,157	2,990,235	259,078	9.5%	7,898,859	11,789,720	13,660,112	1,870,392	15.9%
Net Regional Tax Levy	\$ 846,394,320	\$ 867,005,008	\$ 986,585,286	\$ 119,580,279	13.8%	\$ 49,108,789	\$ 17,518,243	\$ 15,068,586	\$ (2,449,657)	-14.0%	\$ 99,760,961	\$ 115,787,824	\$ 131,980,843	\$ 16,193,019	14.0%

Schedule may not add due to rounding

	Total Gross Expenditures					Total Revenue					Net Program Expenditures				
	2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change		2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change		2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change	
				2025 Requested / 2024 Approved					2025 Requested / 2024 Approved					2025 Requested / 2024 Approved	
Health															
Healthy Families	\$ 10,738,500	\$ 13,011,297	\$ 13,796,930	\$ 785,633	6.0%	\$ (5,648,139)	\$ (7,113,335)	\$ (7,624,475)	\$ (511,140)	7.2%	\$ 5,090,361	\$ 5,897,962	\$ 6,172,455	\$ 274,493	4.7%
Health Protection	9,090,759	9,072,314	9,493,210	420,896	4.6%	(4,289,657)	(5,084,970)	(5,083,070)	1,900	0.0%	4,801,101	3,987,344	4,410,140	422,796	10.6%
Immunization & Oral Health Services	19,631,779	14,812,055	14,646,571	(165,484)	-1.1%	(15,766,088)	(10,623,353)	(9,850,858)	772,495	-7.3%	3,865,690	4,188,702	4,795,713	607,011	14.5%
Infectious Disease Control	11,226,464	9,815,296	9,917,089	101,793	1.0%	(6,783,113)	(5,900,287)	(5,421,279)	479,008	-8.1%	4,443,351	3,915,009	4,495,810	580,801	14.8%
Public Health Resources	6,559,036	5,871,479	6,104,462	232,982	4.0%	(2,812,084)	(3,236,292)	(3,236,292)	-	0.0%	3,746,952	2,635,187	2,868,170	232,982	8.8%
Total Public Health	57,246,537	52,582,441	53,958,261	1,375,820	2.6%	(35,299,082)	(31,958,237)	(31,215,974)	742,263	-2.3%	21,947,456	20,624,204	22,742,287	2,118,083	10.3%
Paramedic Services	48,341,646	54,659,143	60,156,134	5,496,991	10.1%	(25,103,854)	(27,715,089)	(29,217,632)	(1,502,543)	5.4%	23,237,792	26,944,054	30,938,502	3,994,448	14.8%
Total Health	105,588,183	107,241,585	114,114,395	6,872,810	6.4%	(60,402,935)	(59,673,326)	(60,433,606)	(760,280)	1.3%	45,185,247	47,568,259	53,680,789	6,112,530	12.9%
Social & Community Services															
Children's Services	197,208,914	195,577,270	258,430,950	62,853,680	32.1%	(188,668,399)	(185,035,430)	(247,889,110)	(62,853,680)	34.0%	8,540,515	10,541,840	10,541,840	-	0.0%
Employment & Social Services	38,440,357	37,643,046	46,169,648	8,526,602	22.7%	(30,752,818)	(29,561,020)	(39,036,262)	(9,475,242)	32.1%	7,687,539	8,082,026	7,133,386	(948,640)	-11.7%
Housing Services	63,213,523	68,951,260	74,435,077	5,483,817	8.0%	(23,199,039)	(25,705,729)	(25,697,001)	8,728	0.0%	40,014,484	43,245,531	48,738,076	5,492,545	12.7%
Human Services Planning & Program Support	10,578,853	11,079,138	11,314,481	235,343	2.1%	(1,680,462)	(1,380,974)	(936,589)	444,385	-32.2%	8,898,391	9,698,164	10,377,892	679,728	7.0%
Services for Seniors	96,128,695	97,319,168	106,871,056	9,551,888	9.8%	(70,555,192)	(69,536,096)	(76,546,872)	(7,010,776)	10.1%	25,573,504	27,783,072	30,324,184	2,541,112	9.1%
Total Social & Community Services	405,570,343	410,569,883	497,221,212	86,651,329	21.1%	(314,855,910)	(311,219,249)	(390,105,834)	(78,886,585)	25.3%	90,714,433	99,350,633	107,115,378	7,764,744	7.8%
Public Works - Tax															
Waste Management	58,405,140	59,660,692	64,497,042	4,836,350	8.1%	(9,335,390)	(8,410,126)	(10,913,054)	(2,502,928)	29.8%	49,069,750	51,250,566	53,583,988	2,333,422	4.6%
Road Operations	59,853,391	63,637,629	67,087,418	3,449,790	5.4%	(491,559)	(698,297)	(758,589)	(60,292)	8.6%	59,361,832	62,939,332	66,328,829	3,389,498	5.4%
Development Services	10,250,841	9,619,996	9,990,621	370,626	3.9%	(2,046,307)	(1,791,918)	(1,834,829)	(42,911)	2.4%	8,204,535	7,828,078	8,155,793	327,715	4.2%
Total Public Works - Tax	128,509,372	132,918,317	141,575,082	8,656,765	6.5%	(11,873,255)	(10,900,341)	(13,506,472)	(2,606,130)	23.9%	116,636,117	122,017,975	128,068,610	6,050,635	5.0%
Small Business Centre & Heritage Services															
Small Business Centre & Heritage Services	3,785,376	3,928,686	2,782,096	(1,146,590)	-29.2%	(285,098)	(215,891)	(214,580)	1,311	-0.6%	3,500,278	3,712,795	2,567,516	(1,145,279)	-30.8%
Total Small Business Centre & Heritage Services	3,785,376	3,928,686	2,782,096	(1,146,590)	-29.2%	(285,098)	(215,891)	(214,580)	1,311	-0.6%	3,500,278	3,712,795	2,567,516	(1,145,279)	-30.8%
CAO's Office															
Internal Audit	(45,503)	-	-	-	0.0%	-	-	-	-	0.0%	(45,503)	-	-	-	0.0%
Strategic Initiatives & Government Relations	(416,578)	-	-	-	0.0%	-	-	-	-	0.0%	(416,578)	-	-	-	0.0%
Total CAO's Office	(462,081)	-	-	-	0.0%	-	-	-	-	0.0%	(462,081)	-	-	-	0.0%
Corporate Services															
Capital Construction & Realty	2,522,313	-	-	-	0.0%	(787)	-	-	-	0.0%	2,521,527	-	-	-	0.0%
Communications & Customer Service	(313,705)	18,501	19,506	1,005	5.4%	(218)	(18,501)	(19,506)	(1,005)	5.4%	(313,923)	-	-	-	0.0%
Energy, Fleet & Facilities	4,290,923	3,310,154	3,833,524	523,370	15.8%	(3,753,848)	(3,310,156)	(3,833,524)	(523,368)	15.8%	537,075	-	-	-	0.0%
Human Resource Services	432,004	-	-	-	0.0%	-	-	-	-	0.0%	432,004	-	-	-	0.0%
Legal Services	2,082,389	245,448	254,823	9,375	3.8%	(674,451)	(245,448)	(254,823)	(9,375)	3.8%	1,407,938	-	-	-	0.0%
Supply Chain Management	262,329	41,000	42,000	1,000	2.4%	(42,852)	(41,000)	(42,000)	(1,000)	2.4%	219,477	-	-	-	0.0%
Total Corporate Services	9,276,259	3,615,103	4,149,853	534,750	14.8%	(4,472,155)	(3,615,105)	(4,149,853)	(534,748)	14.8%	4,804,098	-	-	-	0.0%

Schedule may not add due to rounding

	Total Gross Expenditures				Total Revenue				Net Program Expenditures						
	2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change		2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change		2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change	
				2025 Requested / 2024 Approved					2025 Requested / 2024 Approved					2025 Requested / 2024 Approved	
Digital & Information Services															
Business Solutions & Transformation	589,330	184,751	109,751	(75,000)	-40.6%	(262,188)	(184,751)	(109,751)	75,000	-40.6%	327,142	-	-	-	0.0%
Digital Services & Data Management	(206,395)	81,135	81,135	-	0.0%	120	(81,135)	(81,135)	-	0.0%	(206,275)	-	-	-	0.0%
Digital Workplace & Technology	384,319	-	-	-	0.0%	346.55	-	-	-	0.0%	384,666	-	-	-	0.0%
Total Digital & Information Services	767,255	265,886	190,886	(75,000)	-28.2%	(261,722)	(265,886)	(190,886)	75,000	-28.2%	505,533	-	-	-	0.0%
Finance															
Budgets & Tax Policy	501	-	-	-	0%	-	-	-	-	0.0%	501	-	-	-	0.0%
Capital & Development Financing	474,039	592,000	592,000	-	0.0%	(431,647)	(592,000)	(592,000)	-	0.0%	42,392	-	-	-	0.0%
Financial Services & Payroll	666,804	123,250	123,250	-	0.0%	(209,442)	(123,250)	(123,250)	-	0.0%	457,362	-	-	-	0.0%
Total Finance	1,141,344	715,250	715,250	-	0.0%	(641,089)	(715,250)	(715,250)	-	0.0%	500,255	-	-	-	0.0%
Office of the Chair & Regional Council															
Office of the Chair	(20,025)	-	-	-	0.0%	-	-	-	-	0.0%	(20,025)	-	-	-	0.0%
Regional Council	(42,781)	-	-	-	0.0%	854	-	-	-	0.0%	(41,927)	-	-	-	0.0%
Total Office of the Chair & Regional Council	(62,806)	-	-	-	0.0%	854	-	-	-	0.0%	(61,952)	-	-	-	0.0%
Non-Program Items & Fiscal Transactions															
Supplementary Tax Revenue	-	-	-	-	0.0%	(7,644,774)	(7,300,000)	(7,300,000)	-	0.0%	(7,644,774)	(7,300,000)	(7,300,000)	-	0.0%
Other Tax Revenue	-	-	-	-	0.0%	(5,152,465)	(4,700,000)	(4,900,000)	(200,000)	4.3%	(5,152,465)	(4,700,000)	(4,900,000)	(200,000)	4.3%
Tax Write-Off Provision	3,624,227	4,900,000	4,900,000	-	0.0%	-	-	-	-	0.0%	3,624,227	4,900,000	4,900,000	-	0.0%
Tax Policy Expenditures	582,442	548,000	628,000	80,000	14.6%	-	-	-	-	0.0%	582,442	548,000	628,000	80,000	14.6%
Assessment Services	9,858,050	9,947,500	10,327,700	380,200	3.8%	-	-	-	-	0.0%	9,858,050	9,947,500	10,327,700	380,200	3.8%
Provincial Offences Act Revenue	-	-	-	-	0.0%	(1,405,586)	(918,752)	(918,752)	-	0.0%	(1,405,586)	(918,752)	(918,752)	-	0.0%
Net Interest Earnings	76,750,500	43,632,200	43,632,200	-	0.0%	(84,501,300)	(54,792,100)	(61,610,300)	(6,818,200)	12.4%	(7,750,799)	(11,159,900)	(17,978,100)	(6,818,200)	61.1%
General Expenditures	33,657,788	46,789,663	48,276,419	1,486,757	3.2%	(112,770)	(8,720,927)	(10,105,475)	(1,384,548)	15.9%	33,545,018	38,068,735	38,170,944	102,209	0.3%
Governance Chargeback	5,633,856	6,185,610	6,578,025	392,415	6.3%	-	-	-	-	0.0%	5,633,856	6,185,610	6,578,025	392,415	6.3%
Total Non-Prog Items & Fiscal Transactions	130,106,863	112,002,973	114,342,344	2,339,372	2.1%	(98,816,894)	(76,431,779)	(84,834,527)	(8,402,748)	11.0%	31,289,968	35,571,193	29,507,817	(6,063,376)	-17.0%
Boards & Agencies															
Conservation Authorities	10,939,051	11,539,472	12,094,109	554,637	4.8%	-	-	-	-	0.0%	10,939,051	11,539,472	12,094,109	554,637	4.8%
Royal Botanical Gardens	859,959	894,357	921,188	26,831	3.0%	-	-	-	-	0.0%	859,959	894,357	921,188	26,831	3.0%
North Halton Mental Health Clinic	1,126,442	1,293,000	1,324,834	31,834	2.5%	-	-	-	-	0.0%	1,126,442	1,293,000	1,324,834	31,834	2.5%
Total Boards & Agencies	12,925,452	13,726,829	14,340,131	613,302	4.5%	-	-	-	-	0.0%	12,925,452	13,726,829	14,340,131	613,302	4.5%
Halton Regional Police Service															
Halton Regional Police Service	198,118,516	215,326,564	244,203,467	28,876,903	13.4%	(12,079,507)	(11,539,934)	(12,213,576)	(673,642)	5.8%	186,039,009	203,786,630	231,989,891	28,203,261	13.8%
Halton Regional Police Service	198,118,516	215,326,564	244,203,467	28,876,903	13.4%	(12,079,507)	(11,539,934)	(12,213,576)	(673,642)	5.8%	186,039,009	203,786,630	231,989,891	28,203,261	13.8%
Net Regional Tax Levy	\$ 995,264,070	\$ 1,000,311,075	\$ 1,133,634,716	\$ 133,323,641	13.3%	\$(503,687,712)	\$(474,576,761)	\$(566,364,584)	\$(91,787,823)	19.3%	\$ 491,576,358	\$ 525,734,315	\$ 567,270,132	\$ 41,535,817	7.9%

Schedule may not add due to rounding

Rate-Supported Budget Summary

	2022	2023	2024		2025			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actuals ¹	Base Budget	Strategic Investments	Requested Budget	2025 Base / 2024 Approved		2025 Requested / 2024 Approved	
Treatment	\$ 79,520,823	\$ 76,396,338	\$ 78,602,680	\$ 79,572,680	\$ 81,114,178	\$ 420,398	\$ 81,534,576	\$ 2,511,498	3.2%	\$ 2,931,896	3.7%
System Services	60,520,754	52,409,638	57,794,773	59,994,773	60,099,401	926,407	61,025,809	2,304,629	4.0%	3,231,036	5.6%
Infrastructure Planning & Policy	2,845,287	3,044,017	3,542,755	3,432,755	3,560,927	95,330	3,656,258	18,173	0.5%	113,503	3.2%
Engineering & Construction	13,401,007	14,946,148	17,441,848	16,358,622	18,162,728	122,384	18,285,112	720,880	4.1%	843,264	4.8%
Public Works Administration	499,707	2,141,671	1,721,300	1,721,300	2,185,571	121,029	2,306,600	464,271	27.0%	585,300	34.0%
Recoveries from Capital Projects	(18,111,105)	(19,761,556)	(25,691,279)	(24,298,053)	(27,217,093)	(655,075)	(27,872,169)	(1,525,815)	5.9%	(2,180,890)	8.5%
Gross Operating Expenditures	138,676,473	129,176,255	133,412,076	136,782,076	137,905,712	1,030,473	138,936,185	4,493,636	3.4%	5,524,109	4.1%
Capital Financing Expenses											
Debt Charges	21,269,054	16,219,151	15,143,672	15,143,672	10,335,309	-	10,335,309	(4,808,363)	-31.8%	(4,808,363)	-31.8%
Transfers to Reserve	101,643,386	109,572,402	119,199,949	119,199,949	137,609,325	-	137,609,325	18,409,376	15.4%	18,409,376	15.4%
Transfers to Vehicle Reserve	1,587,300	1,646,900	1,709,000	1,709,000	1,965,500	-	1,965,500	256,500	15.0%	256,500	15.0%
Transfers to Canada Community-Building Fund Reserve	9,482,000	9,482,000	9,482,000	9,482,000	9,482,000	-	9,482,000	-	0.0%	-	0.0%
Transfers from Reserve	(9,882,162)	(6,897,720)	(6,897,720)	(6,897,720)	(6,897,719)	-	(6,897,719)	0	0.0%	0	0.0%
Capital Financing Expenditures	124,099,579	130,022,733	138,636,902	138,636,902	152,494,415	-	152,494,415	13,857,513	10.0%	13,857,513	10.0%
Total Gross Expenditures	262,776,052	259,198,989	272,048,978	275,418,978	290,400,127	1,030,473	291,430,600	18,351,149	6.7%	19,381,622	7.1%
Federal Funding	(9,482,000)	(9,482,000)	(9,482,000)	(9,482,000)	(9,482,000)	-	(9,482,000)	-	0.0%	-	0.0%
Other Revenues											
Bulk Water Charges	(1,104,953)	(1,060,542)	(1,065,000)	(1,065,000)	(1,123,575)	-	(1,123,575)	(58,575)	5.5%	(58,575)	5.5%
Fees for Service	(12,740,411)	(3,006,984)	(2,449,342)	(2,449,342)	(2,348,044)	-	(2,348,044)	101,299	-4.1%	101,299	-4.1%
Sewer Discharge Agreements	(1,235,095)	(1,493,147)	(1,200,000)	(1,970,000)	(1,628,971)	(121,029)	(1,750,000)	(428,971)	35.7%	(550,000)	45.8%
Interest Earnings	(3,617,000)	(3,617,000)	(5,207,900)	(5,207,900)	(8,389,700)	-	(8,389,700)	(3,181,800)	61.1%	(3,181,800)	61.1%
Total Revenue	(28,179,459)	(18,659,673)	(19,404,242)	(20,174,242)	(22,972,290)	(121,029)	(23,093,319)	(3,568,047)	18.4%	(3,689,076)	19.0%
Net Program Impact	\$ 234,596,593	\$ 240,539,316	\$ 252,644,736	\$ 255,244,736	\$ 267,427,837	\$ 909,444	\$ 268,337,281	\$ 14,783,101	5.9%	\$ 15,692,545	6.2%
Growth Impact:											
Customer Growth (1.4%)										(1,704,554)	-0.7%
Net Increase Requirement										\$ 13,987,992	5.5%

Schedule may not add due to rounding

¹ Projected Actuals discussed in Report No. FN-25-24 re: "Operating Budget Variance Report for the period ending August 31, 2024 and Capital Budget Variance and project closure for the period ending June 30, 2024"

Gross Expenditures & Revenues by Program (Rate)

This table sets out the total direct costs, other expenditures, capital expenditures, which total gross expenditures, revenues and net program impact.

	Total Direct Costs					Other Expenditures					Capital Financing Expenditures				
	2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change in Budget 2025 Requested / 2024 Approved		2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change in Budget 2025 Requested / 2024 Approved		2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change in Budget 2025 Requested / 2024 Approved	
Treatment	\$ 65,420,133	\$ 63,093,981	\$ 65,760,131	\$ 2,666,150	4.2%	\$ 7,843,489	\$ 11,384,950	\$ 11,341,299	\$ (43,651)	-0.4%	\$ -	\$ -	\$ -	\$ -	0.0%
System Services	40,124,341	41,812,224	44,096,417	2,284,193	5.5%	13,329,075	15,003,351	15,203,633	200,282	1.3%	-	-	-	-	0.0%
Infrastructure Planning & Policy	7,015,631	8,059,152	8,356,344	297,191	3.7%	(6,624,572)	(7,627,882)	(8,093,239)	(465,357)	6.1%	-	-	-	-	0.0%
Engineering & Construction	11,109,194	13,466,773	14,152,470	685,697	5.1%	(11,109,194)	(13,466,773)	(14,152,470)	(685,697)	5.1%	-	-	-	-	0.0%
Public Works Administration	6,587,587	6,085,886	6,409,526	323,640	5.3%	(4,519,428)	(4,399,587)	(4,137,926)	261,661	-5.9%	-	-	-	-	0.0%
Capital Financing	-	-	-	-	0.0%	-	-	-	-	0.0%	130,022,733	138,636,902	152,494,415	13,857,513	10.0%
Total Water & Wastewater Systems	130,256,886	132,518,017	138,774,888	6,256,871	4.7%	(1,080,631)	894,059	161,297	(732,762)	-82.0%	130,022,733	138,636,902	152,494,415	13,857,513	10.0%
Water & Wastewater Rate Revenues															
Federal Funding	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Bulk Water Charges	-	-	-	-	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	\$ 130,256,886	\$ 132,518,017	\$ 138,774,888	\$ 6,256,871	4.7%	\$ (1,080,631)	\$ 894,059	\$ 161,297	\$ (732,762)	-82.0%	\$ 130,022,733	\$ 138,636,902	\$ 152,494,415	\$ 13,857,513	10.0%

Schedule may not add due to rounding

	Total Gross Expenditures					Total Revenue					Net Program Expenditures				
	2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change in Budget 2025 Requested / 2024 Approved		2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change in Budget 2025 Requested / 2024 Approved		2023 Actuals	2024 Approved Budget	2025 Requested Budget	Change in Budget 2025 Requested / 2024 Approved	
Treatment	\$ 73,263,622	\$ 74,478,931	\$ 77,101,430	\$ 2,622,499	3.5%	\$ -	\$ -	\$ -	\$ -	0.0%	\$ 73,263,622	\$ 74,478,931	\$ 77,101,430	\$ 2,622,499	3.5%
System Services	53,453,416	56,815,575	59,300,050	2,484,475	4.4%	-	-	-	-	0.0%	53,453,416	56,815,575	59,300,050	2,484,475	4.4%
Infrastructure Planning & Policy	391,058	431,270	263,105	-	-0.0%	-	-	-	-	0.0%	391,058	431,270	263,105	-	-0.0%
Engineering & Construction	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Public Works Administration	2,068,159	1,686,300	2,271,600	585,300	34.7%	-	-	-	-	0.0%	2,068,159	1,686,300	2,271,600	585,300	34.7%
Capital Financing	130,022,733	138,636,902	152,494,415	13,857,513	10.0%	-	-	-	-	0.0%	130,022,733	138,636,902	152,494,415	13,857,513	10.0%
Total Water & Wastewater Systems	259,198,989	272,048,978	291,430,600	19,381,622	7.1%	-	-	-	-	0.0%	259,198,989	272,048,978	291,430,600	19,381,622	7.1%
Water & Wastewater Rate Revenues															
Federal Funding	-	-	-	-	0.0%	(9,482,000)	(9,482,000)	(9,482,000)	-	0.0%	(9,482,000)	(9,482,000)	(9,482,000)	-	0.0%
Bulk Water Charges	-	-	-	-	0.0%	(1,060,542)	(1,065,000)	(1,123,575)	(58,575)	5.5%	(1,060,542)	(1,065,000)	(1,123,575)	(58,575)	5.5%
Fees for Service	-	-	-	-	0.0%	(3,006,984)	(2,449,342)	(2,348,044)	101,299	-4.1%	(3,006,984)	(2,449,342)	(2,348,044)	101,299	-4.1%
Sewer Discharge Agreements	-	-	-	-	0.0%	(1,493,147)	(1,200,000)	(1,750,000)	(550,000)	45.8%	(1,493,147)	(1,200,000)	(1,750,000)	(550,000)	45.8%
Interest Earnings	-	-	-	-	0.0%	(3,617,000)	(5,207,900)	(8,389,700)	(3,181,800)	61.1%	(3,617,000)	(5,207,900)	(8,389,700)	(3,181,800)	61.1%
Total Rate Revenues	-	-	-	-	0.0%	(18,659,673)	(19,404,242)	(23,093,319)	(3,689,076)	19.0%	(18,659,673)	(19,404,242)	(23,093,319)	(3,689,076)	19.0%
Total Rate Impact	\$ 259,198,989	\$ 272,048,978	\$ 291,430,600	\$ 19,381,622	7.1%	\$ (18,659,673)	\$ (19,404,242)	\$ (23,093,319)	\$ (3,689,076)	19.0%	\$ 240,539,316	\$ 252,644,736	\$ 268,337,281	\$ 15,692,545	6.2%

Schedule may not add due to rounding

Halton Region Budget and Business Plan

POLICIES & PROCEDURES



Presentation of Halton Region's Financial Information

General guidelines

Halton Region prepares and presents consolidated financial statements in accordance with Canadian Public Sector Accounting Standards (PSAS) as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

Basis of accounting and financial reporting

Halton Region follows the full accrual basis of accounting and recognizes:

- revenues as they are earned; and
- expenditures as they are incurred and measured through the receipt of goods or services and a legal obligation to pay.

As required at year-end, revenues and expenses that have not yet been processed are recognized as accruals, and then reversed in the following year when the transaction is processed.

Halton Region's Fund-Based budget is converted to full accrual basis of accounting in the following way:

1. The Capital Fund is reported through the Tangible Capital Asset accounts in the Consolidated Statement of Financial Position as per PSAB 3150.
2. Reserves and Reserve Funds are reflected in the Consolidated Statement of Financial Position as "Accumulated Surplus".
3. The Operating Fund is reflected in the Consolidated Statement of Operations (which is adjusted to reflect interest on debt only), amortization expense, gain or loss on disposal of tangible capital assets, post-employment benefits and asset retirement obligations as per PSAB 3280.



Basis of budgeting

The operating budget includes annual expenditures for personnel costs, materials and supplies, purchased services, financial and rent expenses, debt charges, reserve transfers, as well as anticipated Provincial and Federal funding and program fees.

Halton Region's capital budget includes expenditures and financing sources to acquire, construct, upgrade and rehabilitate Regional capital assets such as Regional facilities, roads, bridges, paramedic stations, long-term care facilities and water and wastewater treatment plants, along with the water distribution and collection systems and waste management facilities. The capital budget is established on a project-by-project basis, where the costs usually span more than one fiscal year.

Regional Council approves the operating and capital budgets each year for the period of January 1 to December 31.

The *Municipal Act* requires municipalities to budget for all estimated expenses; however O. Reg. 284/09 provides an exclusion for amortization expenses, post-employment benefits expenses, and solid waste landfill closure and post-closure expenses provided the municipality prepares a report about the excluded expenses that is adopted by Council resolution. Halton Region does not budget for these expenses and satisfies the legislated reporting requirement through Council's approval of the annual consolidated financial statements.

Halton Region uses modified service-based budgeting, reflecting expenditures and revenues based on service delivery and responsibility. Halton allocates corporate support costs to service delivery departments. The use of this chargeback allocation method results in the distribution of net corporate support costs to direct service delivery areas. Program support chargebacks (Demand Driven Chargebacks) are allocated to various service areas where direct service delivery costs are accumulated based on demand/usage. Corporate management costs (Corporate Sustaining Chargebacks) are also allocated to all service areas based on a pro-rata share of the three most recent years' average of budgeted net controllable costs. Governance costs are allocated to the budgets of both funding sources (tax and rate). In the tax-supported budget, it is shown separately within Non-Program.

Fund structure and budgeting

Halton Region uses Fund Accounting for budgeting purposes, in which a self-balancing group of accounts is provided for each accounting entity established as the basis for recording and reporting all financial transactions. The Regional budget is composed of two primary funding sources—Tax-Supported Services and Rate-Supported Services.

Operating Fund: Activities are budgeted annually for each program based on the estimated operating costs. The factors considered in developing these budgets include inflation, growth, service quality, mandated requirements and customer needs. At the end of any given budget year as part of the year-end closing, any surplus or deficit is transferred to or from reserves and/or reserve funds in accordance with Council-approved policies, ensuring a closing balance of zero dollars in the operating fund.

Capital Fund: Capital projects can be budgeted in one year or several years depending on the requirements of the project (i.e., design, land purchase, construction, etc.). The corresponding expenditures may materialize over several years as the project is completed. Upon completion, each project is closed through a semi-annual variance closure reporting process, and any surplus or deficit is transferred to or from the appropriate reserves, reserve funds or Capital Holding Account in accordance with Council-approved policies.

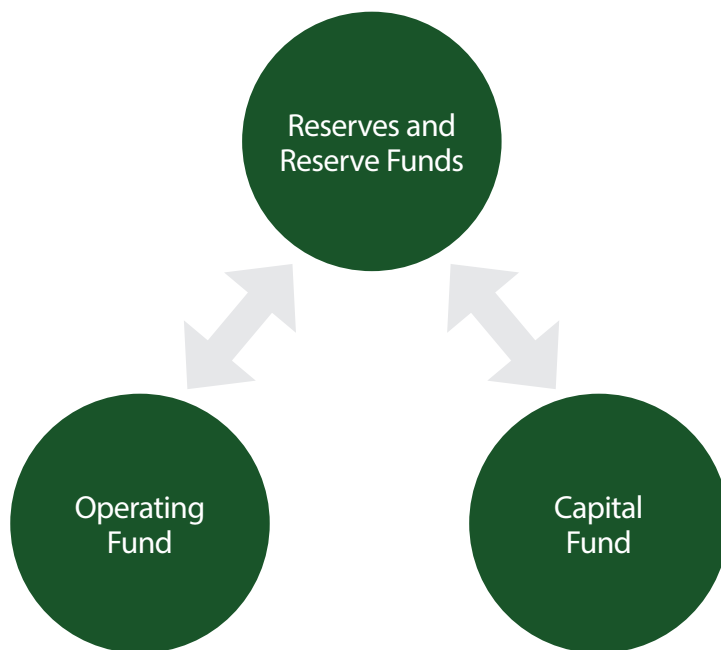
Reserves and Reserve Funds: The use of reserves is an integral part of the budget planning process and is an important financial tool in developing short-term and long-term fiscal policies. Prudent use of reserves mitigates fluctuations in taxation and rate requirements and assists in stabilizing the impact of unanticipated occurrences as set out in Report No. CS-83-02, re: "Regional Reserve Policy". General principles relating to the use of the reserves are set out in the Financing of State-of-Good-Repair and Financing of Growth sections of the Executive Summary. Budgeted reserve transactions flow through either the operating or capital budgets.

Regional Council approves the creation of Reserves and Reserve Funds for specific liabilities, contingencies and other specific uses. Policies dictate the use of certain Reserve Funds for designated purposes and prevent monies from being diverted to any other use.

The Region also collects development charges (DCs) as provided for in the *Development Charges Act, 1997*. These funds are maintained in separate Reserve Funds that are restricted in use and applied to eligible growth-related capital projects in accordance with the legislation and Regional DC by-laws.

Fund relationships

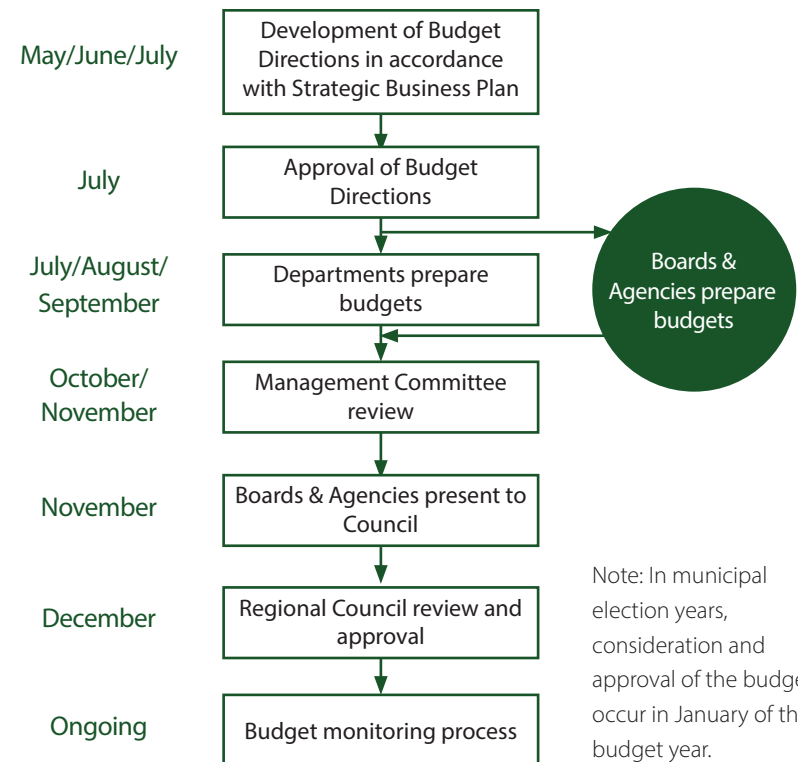
The activities in the Operating and Capital Budgets are mutually exclusive. However, in some cases transactions occur between them as shown below.



Halton Region's Budget Process

As illustrated below, Halton Region's budget preparations begin in late spring.

Based on a Regional Council-approved Strategic 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 and approved by 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 and Capital & Development Financing Division of the Region's Finance Department. Finance staff maintain a Budget Information Package, which provides an overview of the budget process, includes specific technical information to assist in the budget preparation and outlines how to input information into the Region's financial system.

Departments include base budget adjustments and strategic investment requests in their preliminary budgets. Strategic investment requests are required for any significant change in direction for the program, changes to funding sources or any change in staffing levels. Preliminary budgets are reviewed by Finance staff, as well as the Management Committee, which is comprised of the Region's most senior staff.

Budget review by senior staff in each department occurs in September and October. At this time, Finance staff also receive budget requests from the boards and agencies funded through the property tax levy. These requests are reviewed with the consulting boards and agencies, and are then incorporated into the proposed budget.

The proposed budget document is compiled by Finance staff and reviewed by the Management Committee in October and November. The final proposed budget document is presented to Regional Council in late November prior to Regional Council approval in December. In an election year, Regional Council begins reviewing the budget in January of the budget year, with adoption targeted for late January. Regional Council review provides for public participation in the budget process.

Proposed Budget: The proposed budget is prepared based on the Council-approved Budget Directions Report, the most recent program pressures and economic data, and iterative refinements and reviews by the Management Committee. Operating and Capital Budgets are prepared for services funded from property taxes (Tax-Supported) and from water and wastewater utility rates (Rate-Supported).

Budget adoption: Regional Council adopts the Budget by resolution as the Region's annual Budget for the year beginning January 1.

Regional Council meetings are open to the public and are advertised through the Region's social media channels as well as on the Region's website. The following dates are for the review and consideration of the 2025 Budget and Business Plan.

November 20, 2024

- 2025 Boards & Agencies Presentations

December 4, 2024

- 2025 Budget review at Regional Council Budget Workshop

December 11, 2024

- 2025 Budget approval by Regional Council

Halton Region's Financial Policies

Balanced budget

The operating budget is balanced with revenues equal to budgeted expenditures. Any shortfall in budgeted revenues versus budgeted expenditures for a budget period will be funded by tax levies or utility rate revenues equal to the shortfall, which will result in a balanced budget.

Deficit avoidance

In accordance with the *Municipal Act*, municipalities are prohibited from budgeting for a deficit. The annual budgets continue to show fiscal restraint to meet expenditure and revenue targets. When actual revenue shortfalls or unforeseen expenditures appear to be more than temporary occurrences, both the capital and operating budgets are reviewed. Alternatives are then identified to minimize the Region's financial risks, including drawing from reserves, reallocating budgets and expenditure constraints.

Amendments to approved budget

The approved budget may be amended at the direction of Regional Council, provided that the amount to be collected from property taxes or user rates remains unchanged. Operating budget amendments commonly occur as a result of Provincial funding initiatives for fully subsidized operating programs. The capital budget, if required, can be revised in May/June after the Local Municipalities' budgets are approved in order to align Regional programs with Local Municipalities' work. The capital budget is also amended throughout the year as a result of the public tendering process which formalizes the estimated costs and related financing to undertake specific projects.

Budget monitoring and reporting

The Region uses a real-time, enterprise-wide financial system. Financial reports are available on-demand for all appropriate staff to monitor actual expenditures and revenues. Operating budget variance reports are presented annually to Regional Council with year-end projections as at April 30 and August 31 and year-end results as at December 31.

Capital budget (life-to-date) variance and project closure reports are presented twice annually 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 Regional Council. The targeted balances in the stabilization reserves are 10 per cent of total operating expenditures for tax-supported programs and 15 per cent for water and wastewater programs. These reserves are used to mitigate the effect of any large variations in major sources of revenue or expenditure. Any increase in staff complement must be explicitly approved by Regional Council. New positions are approved through the Region's budget process.

Master Plans and Asset Management Plans

Master Plans support the long-term program needs for Regional services, including the Official Plan and the Asset Management Plans that ensure Regional assets are maintained in a state-of-good-repair. These plans are developed and updated regularly for specific programs, including housing, Regional facilities, Paramedic Services, transportation and water and wastewater, which then provide the basis for the annual budget and forecast requirements.

Operating budget forecasts

Operating budget forecasts are prepared and reviewed annually for each program for a 10-year period, based on recommendations included in approved Master Plans, Asset Management Plans and requirements to maintain service levels. The forecasts are designed to provide sustainable funding to maintain existing levels of service and Regional assets in a state-of-good-repair.

Capital budget forecasts

Capital budget forecasts are presented annually to forecast expenditures on a project-by-project basis. The capital 10-year forecast includes major works required to upgrade, replace or construct capital infrastructure based on Master Plans and Asset Management Plans. The ongoing maintenance of this infrastructure is included in the operating budget. Financing of the forecast capital program (Master Plans and Asset Management Plans) is undertaken at a detailed level and established as a long-term financing plan. The long-term financing plan is then reviewed and approved through the annual budget process and presented at a summary level in the budget.

Use of one-time revenues

The Region does not utilize one-time revenues for ongoing expenditures. However, one-time revenues may be used to fund non-recurring expenditures subject to Regional Council approval. One-time revenue is transferred to the appropriate reserves in accordance with Regional Council's direction.

User fees and alternative revenue sources

The Region establishes cost-recovery policies for user fees to determine whether fees collected are sufficient to recover the cost of providing certain goods or services. These policies determine the percentage of full-service cost to be recovered through fees. The level of cost recovery is reviewed and adjusted annually through the budget process to ensure that fees are current, equitable, competitive and sustainable.

Uses of unpredictable revenues

Certain revenues fluctuate widely year-to-year. At year-end, favourable revenue variances are transferred to the stabilization reserves or other reserves as approved by Regional Council.

Use of supplementary tax revenue

Supplementary taxes are generated by property tax revenue from new assessments added in-year to the property tax roll. This revenue source is estimated annually and reflected in the Region's operating budget.

Debt capacity

The Province sets a debt capacity guideline for municipalities of 25 per cent of own revenues. The Region's own guidelines (10 per cent of gross operating expenditures) translate to approximately 15 per cent of the Region's own revenues. The current projected debt capacity for the next 10 years remains well below these targets.

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 the Region's Commodity Price Hedging Policy as approved through Report No. CS-19-07.

The Region considers procuring price hedging agreements for electricity, natural gas, gasoline and diesel, as discussed below:

- For natural gas, Halton Region manages risk by locking into fixed price contracts. From November 1, 2023 to October 31, 2024, approximately 46 per cent was purchased on contract with the remaining 54 per cent purchased at the spot market price. Halton Region has also locked into fixed price contracts for approximately 47 per cent of the estimated annual forecast volume for the period November 1, 2024 to October 31, 2025.
- Halton Region did not enter into a fixed price agreement for electricity in 2024 as it was determined that the Hourly Ontario Energy Price (HOEP) was the lowest cost option at the time.

- Gasoline and diesel fuel are purchased in bulk for vehicles and back-up generators through a competitive bid process. Paramedic Services uses the bulk fuel and also purchases gasoline and diesel fuel at retail outlets with procurement cards when needed. Halton Region entered into a four-year contract term with Canada Clean Fuels in 2020, following an open competitive sourcing process, to enable the bulk purchase of gasoline, diesel, and biodiesel fuels. The initial agreement has been extended by two years to December 31, 2026.

As shown below, electricity savings related to the Industrial Conservation Initiative, which allows eligible customers to manage their global adjustment costs by reducing demand during peak periods, have been fully realized. As such, increases to the electricity budget are anticipated to be required on a go-forward basis. Staff will continue to work with consultants to determine the best procurement strategy by reviewing market conditions, as well as continue to review the eligibility of additional facilities to participate in the Industrial Conservation Initiative to further mitigate electricity costs.

Commodity (\$000s)	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Projected Actual	2025 Requested Budget	Changes in Budget (2025-2024)
Electricity	16,448	16,544	17,450	17,339	17,774	17,925	585
Natural Gas	927	1,338	1,398	1,380	1,403	1,389	9
Gasoline and Diesel	1,499	2,030	1,688	1,710	1,829	1,814	104

Schedule may not add due to rounding.

Halton Region Budget and Business Plan

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 paid or collected. 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 earned 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.

Term	Definition
Budget Directions	A policy document that establishes Council’s program and fiscal priorities for the following year’s budget, which is considered and approved by Regional Council. Regional staff also use this as a guide in developing the following year’s budget process.
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 750,000 members across the country. CUPE represents workers in health care, emergency services, education, early learning and child care, municipalities, social services, libraries, utilities, transportation, airlines and more.
Capital Budget and Forecast	A plan of proposed capital expenditures to be incurred in the current year and over a period of nine future years, identifying each capital project and the method of financing.
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 and relief hours 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.

Term	Definition
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> .
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.
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 and 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.

Term	Definition
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 Provincial and Federal funding 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 650,000 residents through the provision of police services.
Inflation	A rise in price levels caused by general economic activity and growth.
Investment Income	Revenue associated with the Region’s cash management activities of investing cash balances.
Levy	Property taxation funding which is raised through taxes.
Local Municipalities	Within Halton Region this includes the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville.
Management Committee	The Region’s senior management team comprised of the Chief Administrative Officer (CAO) and six Commissioners.
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, Provincial and Federal funding and other revenues. In other words, the amount to be either levied from property taxes or recovered through water and wastewater rates.

Term	Definition
Ontario Disability Support Program (ODSP)	An income redistribution program previously funded by the Province of Ontario (80%) and the Region (20%) to provide payments to individuals with disabilities who are unable to work. Municipal funding for this program was completely phased out in 2011.
Ontario Land Tribunal (OLT)	The Ontario Land Tribunal (OLT) hears and decides appeals and matters related to land use planning, environmental and natural features and heritage protection, land valuation, land compensation, municipal finance, and related matters.
Ontario Municipal Employees Retirement System (OMERS)	A local government pension plan coordinated by the Province of Ontario and funded from municipal employee and employer contributions.
Ontario Nurses' Association (ONA)	The union representing 68,000 nurses and health-care professionals and 18,000 nursing student affiliates providing care in hospitals, long-term care, public health, the community, clinics and industry.
Ontario Public Service Employees Union (OPSEU)	A union in Ontario for public sector workers. OPSEU has about 180,000 members across the province working for the Ontario government, inside community colleges, for the LCBO, in the health care sector, and employed in a wide range of community agencies within the broader public sector.
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.
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> .

Term	Definition
Public Sector Accounting Board (PSAB)	A board overseen by the Accounting Standards Oversight Council, 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.
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, water and wastewater rates, user fees, Provincial and Federal funding 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 2023-2026 Strategic Business Plan was approved in July 2023.
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, and Products in Data Processing (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.

Term	Definition
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, Small Business Centre & Heritage Services, Waste Management, Roads Operations, Development Services, 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 state-of-the-art Wastewater Treatment Plants that safely, efficiently and effectively remove contaminants from wastewater prior to discharging it into the environment.
Water Treatment Plant (WTP)	Halton Region owns and operates state-of-the-art Water Treatment Plants that deliver safe, high-quality and cost-effective drinking water.

Acronyms

Acronym	Term
AHT	Anti-Human Trafficking
ADP	Adult Day Programs
AEFI	Adverse Events Following Immunization
AMI	Advanced Metering Infrastructure
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
BSCF	Building Safer Communities Fund
BSO	Behavioural Supports Ontario
BUR	Burlington
CAO	Chief Administrative Officer
CCBF	Canada Community-Building Fund (Formerly Federal Gas Tax)

Acronym	Term
CCEYA	<i>Child Care Early Years Act</i>
CH	Conservation Halton
CHAP	Community Health Assessment Program
CHS	Comprehensive Housing Strategy
CMI	Case Mix Index
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
CUPE	Canadian Union of Public Employees
CVA	Current Value Assessment
CVC	Credit Valley Conservation
CWELCC	Canada-Wide Early Learning and Child Care
DATS	Development Application Tracking System
DC	Development Charge
DCA	<i>Development Charges Act</i>
DCC	Dental Care Counts

Acronym	Term
EA	Environmental Assessment
EAB	Emerald Ash Borer
EDU	Ministry of Education
EMR	Electronic Medical Record
ERP	Enterprise Resource Planning
EVBD	Enteric and Vector-Borne Diseases
FTE	Full-time Equivalent
GFOA	Government Finance Officers Association
GIS	Geographic Information System
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
HFIT	Healthy Families Information Team
HGBC	Halton Global Business Centre
HHACT	Halton Hills - Acton
HHGEO	Halton Hills - Georgetown
HHS	Halton Healthcare Services
HOEP	Hourly Ontario Energy Price

Acronym	Term
HPP	Homelessness Prevention Program
HPV	Human Papillomavirus
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
IAH-SIF	Investment in Affordable Housing - Social Infrastructure Fund
iGAS	invasive Group A Streptococcus
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
LTC	Long-Term Care

Acronym	Term
MCCSS	Ministry of Children, Community and Social Services
MCU	Ministry of Colleges and Universities
MECP	Ministry of the Environment, Conservation and Parks
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)
MLITSD	Ministry of Labour, Immigration, Training and Skills Development
MLTC	Ministry of Long-Term Care
MMAH	Ministry of Municipal Affairs and Housing
MNRF	Ministry of Natural Resources and Forestry
MOH	Ministry of Health
MPAC	Municipal Property Assessment Corporation
MTC	Make the Connection
NDMP	National Disaster Mitigation Program
NHMH	North Halton Mental Health Clinic
OAK	Oakville
ODSP	Ontario Disability Support Program
OH	Ontario Health

Acronym	Term
OKN	Our Kids Network
OLT	Ontario Land Tribunal
OMERS	Ontario Municipal Employees Retirement System
ONA	Ontario Nurses' Association
OPHI	Ontario Priorities Housing Initiative
OPHS	Ontario Public Health Standards
OPSEU	Ontario Public Service Employees Union
OSDCP	Ontario Seniors Dental Care Program
OW	Ontario Works
PHFAA	Public Health Funding and Accountability Agreement
PIL	Payments-In-Lieu (of taxes)
POA	<i>Provincial Offences Act</i>
PPE	Personal Protective Equipment
PRV	Pressure Reduction Valve
PSAB	Public Sector Accounting Board
PSAS	Public Sector Accounting Standards
PQI	Pavement Quality Index
RBG	Royal Botanical Gardens
RCCC	Regional Child Care Centre
RCM	Reliability Centred Maintenance

Acronym	Term
RGI	Rent-Geared-to-Income
RH	Reaching Home - Canada's Homelessness Strategy
ROW	Right Of Way (taxes)
SAP	Systems, Application, and Products in Data Processing
SCA	Sudden Cardiac Arrest
SCADA	Supervisory Control and Data Acquisition
SDE	Single Detached Equivalents
SDWS	Small Drinking Water Systems
SFOA	<i>Smoke Free Ontario Act</i>
SH	Supportive Housing
SPLIT	Subsidized Passes for Low Income Transit
STI	Sexually Transmitted Infection
TB	Tuberculosis
TCA	Tangible Capital Asset
THRC	The Halton Resource Connection
TODS	Tourism-Oriented Destination Signage
WTP	Water Treatment Plant
WWM	Wastewater Main
WWPS	Wastewater Pumping Station
WWTP	Wastewater Treatment Plant