

Halton Region

Budget and Business Plan 2019



Budget Report

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Dear Chair and Members of Regional Council,
Re: Halton Region 2019 Budget and Business Plan

December 10, 2018

We are pleased to present the Halton Region 2019 Budget and Business Plan for Council's consideration. The 2019 Budget is based on the solid financial planning principles that continue to preserve Halton's AAA credit rating and strong, long-term financial position.

This document includes both the Tax-Supported Budget and Rate-Supported Budget, allowing Council to consider the combined impacts of both. The Executive Summary provides an overview of the combined budgets. Altogether, the 2019 Budget and Business Plan provides a multi-year financial plan that addresses key service priorities.

Preparation of the 2019 Budget has involved considerable effort from Halton Region staff from all divisions of the organization. We would like to express our appreciation to staff for their efforts in preparing this.

Council consideration of the 2019 Budget is scheduled for January 16, 2019. If you have any questions or require further information, please contact us.

Respectfully submitted,



J. E. MacCaskill
Chief Administrative Officer



M. Scinocca
Commissioner of Finance
and Regional Treasurer



GFOA Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Regional Municipality of Halton, Ontario for the fiscal year beginning January 1, 2018.

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

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

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



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HALTON REGION

Budget and Business Plan 2019

Introduction



Halton is a Great Place to Live



Halton is home to 570,000 people and more than 13,000 businesses in four vibrant and distinct municipalities: the City of Burlington and the Towns of Halton Hills, Milton and Oakville.

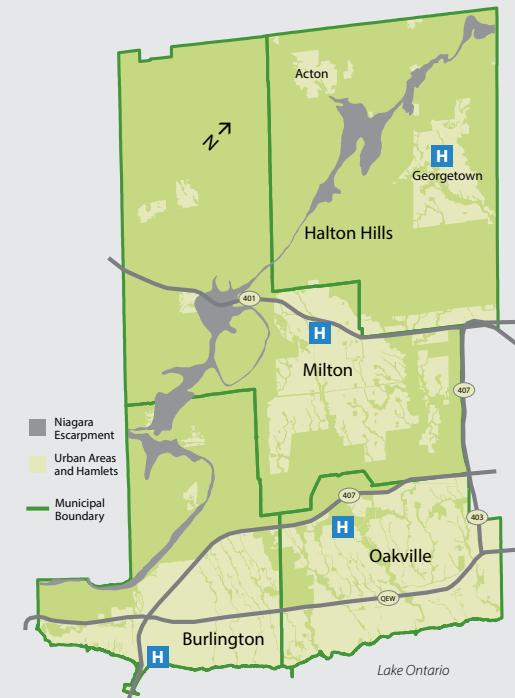
By working with residents, local partners and other levels of government, the Region provides cost-effective essential services that contribute to a high quality of life in the community. The 2019 Budget and Business Plan illustrates how these supports will grow with the population and details upcoming investments in key programs and infrastructure that serve individuals and families throughout Halton.

The 2019 Budget leverages the Region's prudent fiscal policies and top credit rating to keep property taxes low and finance major investments, providing continued access to the best capital financing rates available. This aligns with resident priorities and ensures maximum value for taxpayers as we serve the community now and into the future.

By investing for today and tomorrow, we help keep Halton a great place to live, work, raise a family and retire.

Gary Carr
Halton Regional Chair

Halton Region's strong long-term financial position and reliable, high-quality services support one of the fastest-growing communities in Canada.



To meet the expectations of the Provincial growth plan, Halton must reach a population of one million residents by 2041. To learn more about our plans for the future, visit halton.ca.

Property Tax Impact

The property tax impact of Regional and Police Services per \$100,000 current value assessment (CVA) will increase from \$286 in 2018 to \$291 in 2019. The 2019 property tax impact for Regional Services is an increase of \$3 and the impact for Police Services is an additional \$2, resulting in a combined increase of \$5 per \$100,000 CVA.

For example, for a household with \$400,000 CVA, the Regional tax increase would be \$20 including Police Services. This is calculated based on dividing the assessed household value of \$400,000 by \$100,000 and multiplying the calculated value (\$4) by the total Regional tax increase per \$100,000 CVA of \$5.

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

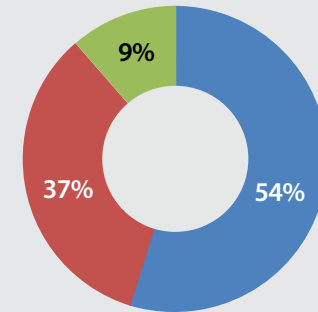
	2018 Actual	2019 Budget	\$ Change	% Change
Regional Services	\$181	\$184	\$3	1.9%
Police Services*	\$105	\$107	\$2	2.0%
Total Regional Taxes**	\$286	\$291	\$5	1.9%

Schedule may not add due to rounding.

* Approved by Police Services Board

** Based on projected 1.5 per cent assessment growth

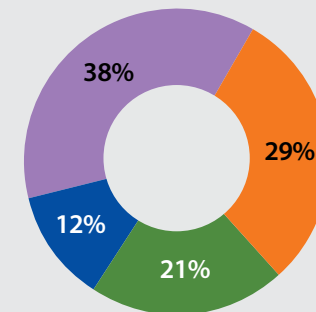
Average Ontario family tax bill breakdown



Federal Provincial Municipal

Source: Fraser Institute's Canadian Tax Simulator, 2018

Percentage Share of 2018 Levy



Local Education Region Police

Figures may not add due to rounding.

Halton Regional Council



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

Council agendas, documents and meeting schedules are available online at halton.ca, as are streaming videos of Council meetings.

Council Listing

Front Row (left to right):

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

Middle Row:

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

Back Row:





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

Strategic Planning for 2019 to 2022

The Strategic Business Plan provides a valuable roadmap that ensures the Region's initiatives and investments align with Council's priorities—it determines how we work together to enhance Regional infrastructure, programs and services. The plan is updated at the beginning of each term of Council, setting a clear vision for their four-year term of office.

In early 2019, Halton staff will work with the newly elected Regional Council to incorporate their key priorities and strategic directions into the 2019-2022 Strategic Business Plan. The process will be built on the successes and lessons learned from the development of the 2015-2018 plan, and the resulting document will include measurable objectives linked to strong community outcomes. It will also focus our actions on initiatives that ensure Halton remains a great place to live.

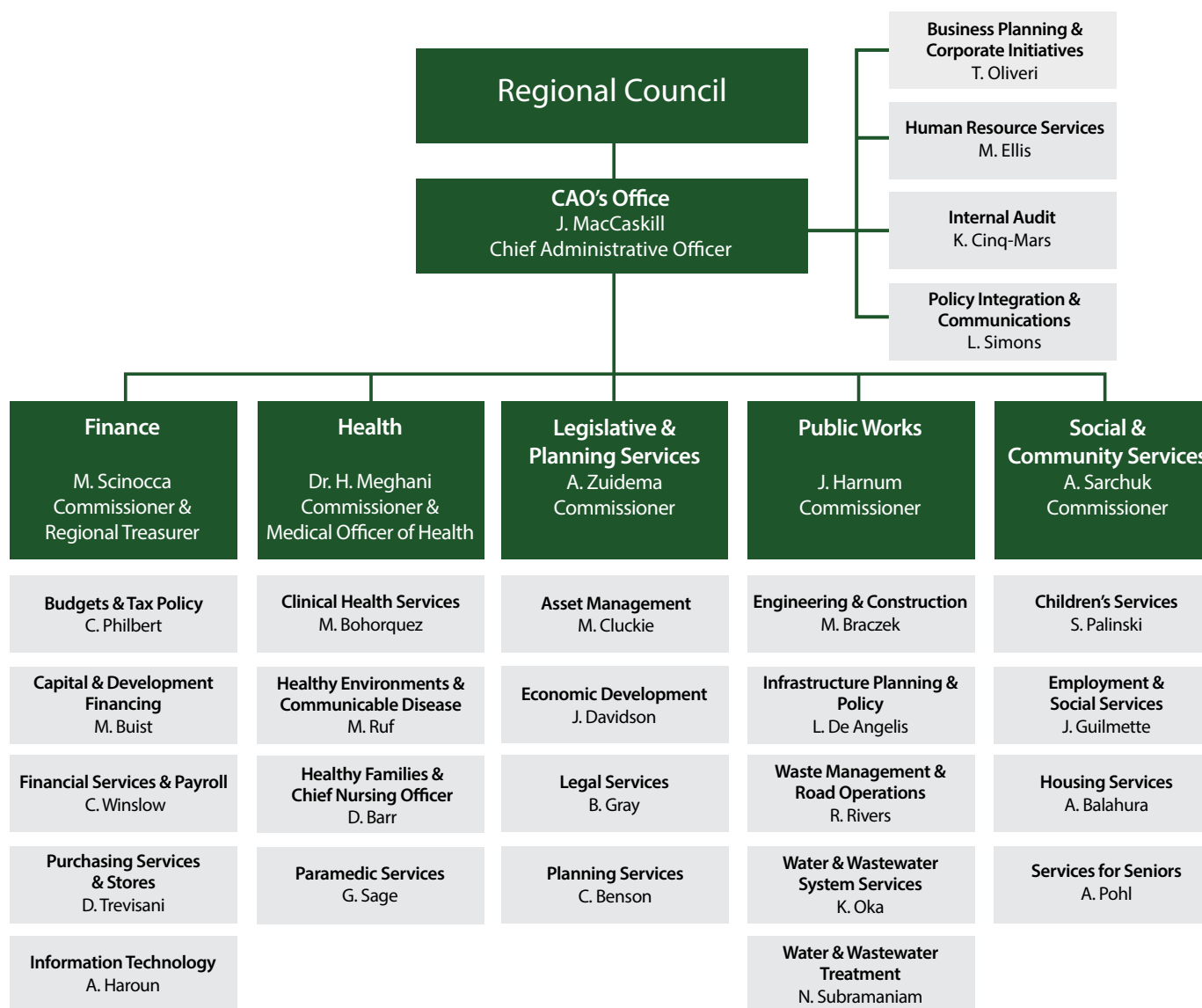
Planning began in 2018 and will continue into early 2019. The process includes:

-  **identifying Council's key priorities and the strategic directions;**
-  **public consultation leveraging comprehensive engagement processes and online tools;**
-  **ensuring alignment between Council priorities and Halton's annual Budget; and**
-  **setting measures to help us track and report progress towards achieving our objectives.**

The 2019-2022 Strategic Business Plan is scheduled for Council approval in the spring. To learn more, visit halton.ca.



Halton Region's Corporate Organization



Departments and Services

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

To support the provision of Halton's essential services, the Region is organized into the following four operating departments and corporate administration to responsibly and effectively plan for the short and long-term needs of the region, residents, community stakeholders and future generations.

Health

The Health Department works to achieve the best possible health for Halton Region residents through the delivery of services from Public Health Resources, Clinical Health Services, Healthy Environments and Communicable Disease, Healthy Families, and Paramedic Services. The Department works in the community and with partner organizations to promote healthy growth and development, provide support to families, prevent diabetes, cancer, heart disease and obesity, prevent substance use and misuse, prevent injuries, protect our communities from communicable and vaccine-preventable diseases, and protect our communities from environmental hazards such as contaminated food and water and second-hand tobacco and cannabis smoke. Paramedic Services provides essential emergency response services to the community.



Highlights:

- 24 emergency vehicles and 235 paramedics deployed in 2017 to provide ambulance services in Halton
- 51,389 paramedic calls answered and 32,105 patients transported in 2017
- 161,663 influenza vaccines delivered at Health Department clinics and through distribution to community partners in 2017
- 11,127 client appointments/clients served in 2017 at oral health, mental health, sexual health and tobacco cessation clinics
- 11,421 contacts with parents of children and youth receiving parenting information at groups, seminars and consultations in 2017
- 5,233 inspections of food premises completed in 2017
- 18,475 children screened in 2017 for oral health in elementary schools

Departments and Services - continued

Social & Community Services

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



Highlights:

- Child care fee assistance for 4,181 children in 2017
- Increase of 875 licensed child care spaces within Halton in 2017, from 27,986 to 28,861
- Financial assistance to an average of 2,031 Halton Ontario Works caseloads per month in 2017
- 10,731 residents accessed Employment Halton Services in 2017
- Oversight of 5,060 housing units in 2017, of which 1,961 are directly operated by Halton Community Housing Corporation
- Development of 184 new assisted housing opportunities in 2017, for a cumulative total of 1,574 new units since 2008
- Funding for 56 community projects and programs through the Halton Region Community Investment Fund in 2017, using one-year and multi-year funds for a total of \$2.0 million
- Direct care and service to over 570 older adults in 2017 at Regionally operated long-term care homes

Departments and Services - continued

Legislative & Planning Services

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

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



Highlights:

- 30,162 hectares of land designated for development
- 856 development applications received and processed in 2017
- 7,917 hectares of land designated as employment areas
- 50 per cent of region protected as part of Halton's Natural Heritage System
- 695 hectares of wooded areas, wetlands and meadows maintained in 14 Regional forest tracts
- Ongoing implementation of the 25-year Burlington Beach Waterfront Park Master Plan and nearing completion of the Burloak Waterfront Park
- 655 small business consultations conducted in 2017
- 84 small business seminars/workshops held in 2017, attended by 1,082 entrepreneurs and small business representatives
- Programs that support agriculture and agri-tourism, including Simply Local (now available on the OneHalton mobile app), agricultural forums, farm and food tours, hosting of "Environmental Farm Plan" and "Grow Your Farm Profits" workshops and the Agricultural Community Development Fund

Departments and Services - continued

Public Works

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

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



Highlights:

- 89,818 tonnes of residential garbage collected and disposed in 2017
- 124,488 tonnes of residential Blue Box and organic materials, diverted from the landfill in 2017
- 1,109 paved lane kilometres of roadway maintained in 2017
- 94 bridges and 177 major culverts maintained in 2017
- Operation and maintenance of 249 signalized intersections in 2017
- 6,200 streetlights maintained in 2017
- Treatment of 62 million cubic metres of water and more than 89 million cubic metres of wastewater in 2017
- Operation and maintenance of 12 water treatment plants (treatment provided prior to distribution), 21 municipal wells, seven wastewater treatment plants and one biosolids facility in 2017
- Operation and maintenance of more than 2,281 kilometres of water mains, seven bulk water stations, 22 reservoirs and storage facilities, 14 booster stations, more than 1,922 kilometres of sewer mains, and 79 pumping stations in 2017

Departments and Services - continued

Corporate Administration

Corporate Administration includes Legal Services, Asset Management, Budgets and Tax Policy, Capital and Development Financing, Financial Services and Payroll, Purchasing Services and Stores, Information Technology, Business Planning and Corporate Initiatives, Policy Integration and Communications, Human Resource Services and Internal Audit. The Regional Clerk provides support services to Regional Council and its Committees. These internal services support the balance of the corporation in order to provide services directly to the customer.

AAA Credit rating 30 years in a row



Highlights:

- Development of annual Budget and Business Plan
- Achieved AAA Credit rating
- Achieved annual tax rate at or below inflation
- Government Finance Officers Association of the United States and Canada awards for financial planning and reporting
- Continued advocacy to Provincial and Federal governments
- Greater Toronto's Top Employer Award
- 3.1 million visits to Halton's website in 2017, and operation of four Regional social media channels
- 281,421 calls received at Access Halton in 2017
- Five emergency exercises and four drills completed in 2017
- 90 Regional Council and Committee meetings supported by Legislative & Planning Services in 2017
- 28,000 Facilities Services work requests (preventative and demand) completed in 2017

Recent Awards

2017 Infrastructure Project of the Year

Skyway Wastewater Treatment Plant Expansion
Hamilton-Halton Engineering Week Committee

2017 Smart Commute Award

Bike to School Week
Smart Commute

Award of Excellence

Dillon Consulting Limited Boyne Trunk Sanitary Sewer Project
Consulting Engineers of Ontario

Canadian Award for Financial Reporting

2016 Annual Financial Report
The Government Finance Officers Association of the United States and Canada

Distinguished Budget Presentation Award

2018 Budget and Business Plan
The Government Finance Officers Association of the United States and Canada

Engineering Project of the Year – Transportation

Derry Road CN Rail Grade Separation Project, Hamilton/Halton Engineering Week Committee
Ontario Society of Professional Engineers

Greater Toronto's Top Employers 2018

Halton Region
Mediacorp Canada Inc.

Honour Award-Excellence on the Waterfront

Master Plan for the Burlington Beach Regional Waterfront Park
The Waterfront Centre

Project of the Year in the Large Project > \$50M, Structures Category

Mid-Halton WWTP Phase IV/V Expansion Project
2017 Ontario Public Works Association (OPWA)

Tereo Award-Second Place

Asset Management tools and techniques
Canadian Network of Asset Managers (CNAM)

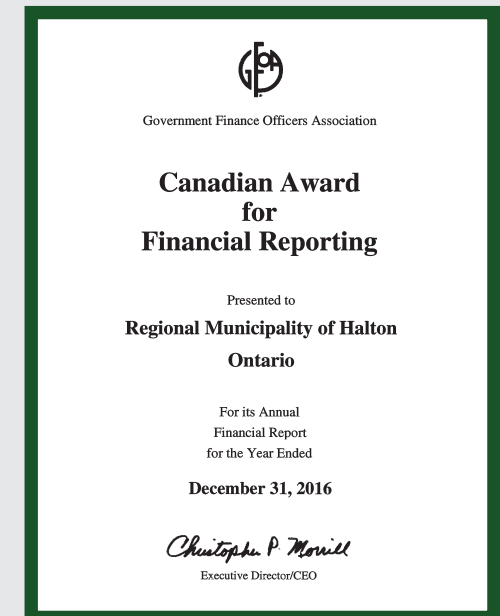
Trenchless Project of the Year

Rebecca Street Trunk Sewer project
2017 NASTT (North American Society for Trenchless Technology)

Canadian Award for Financial Reporting

2016 Annual Financial Report

The Government Finance Officers Association of the United States and Canada



One click | One tap | One call One Halton

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

It's easy to access Halton's programs and services



halton.ca



OneHalton app



Download the OneHalton app



accesshalton@halton.ca



Call 311



Follow us on social media



Some of our programs and services



Children's services



Economic development



Emergency planning



Financial assistance



Paramedic services



Public health programs and services



Regional planning and growth management



Regional roads and transportation



Services for seniors



Waste management



Wastewater treatment



Water purification

HALTON REGION

Budget and Business Plan 2019

Executive Summary

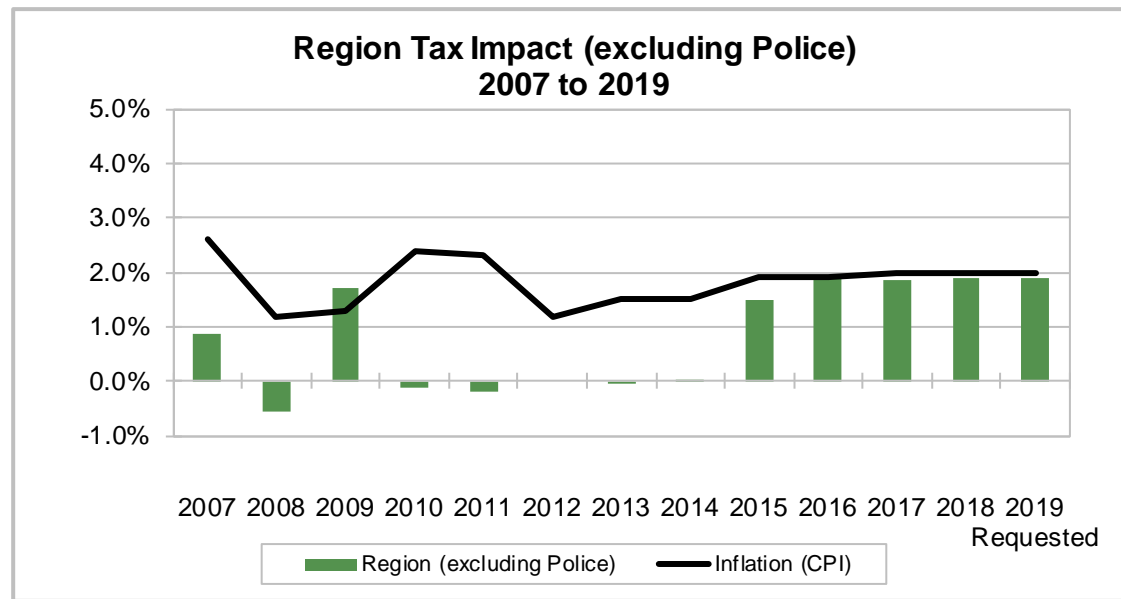


Executive Summary

The 2019 budget for Regional tax-supported services results in a **1.9% increase** in the Regional share of property taxes. This is consistent with Regional Council priorities of maintaining tax rate increases at or below the rate of inflation while delivering the high quality services required by Halton residents.

2007 to 2019 Property Tax Impact

The chart below provides the history of property tax increases for Regional services in Halton for the last 12 years. The Region has been successful in delivering an average property tax increase of 0.7% for Regional Services (excluding Police Services) from 2007 to 2018, while maintaining or enhancing core services.

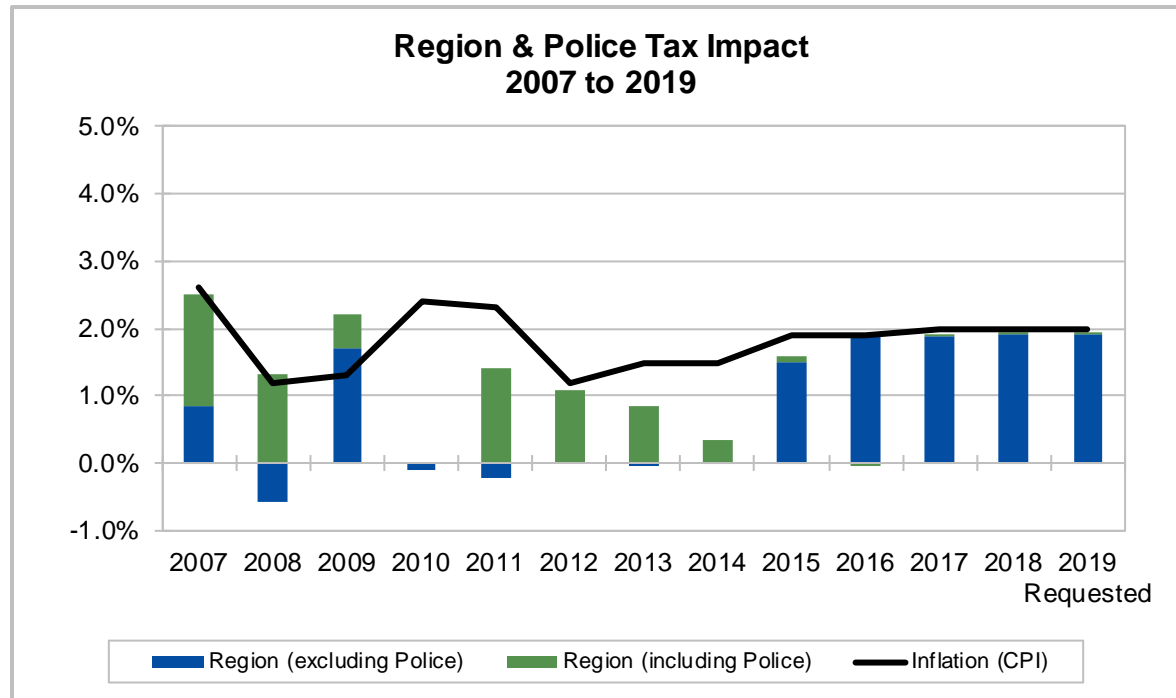


The 2019 budget focuses on the Regional Services managed by Halton Regional Council. The Halton Regional Police Service (HRPS) budget is included in some of the summary tables as the *Police Services Act* requires that Council approve the total Regional Tax-Supported Budget, including Police Services. The detailed Police Services budget is approved by the Halton Police Board. Also included in the Regional Services budget presentation are the municipal levies from Conservation Authorities, whose budgets are approved by the relevant Conservation Authority's board.

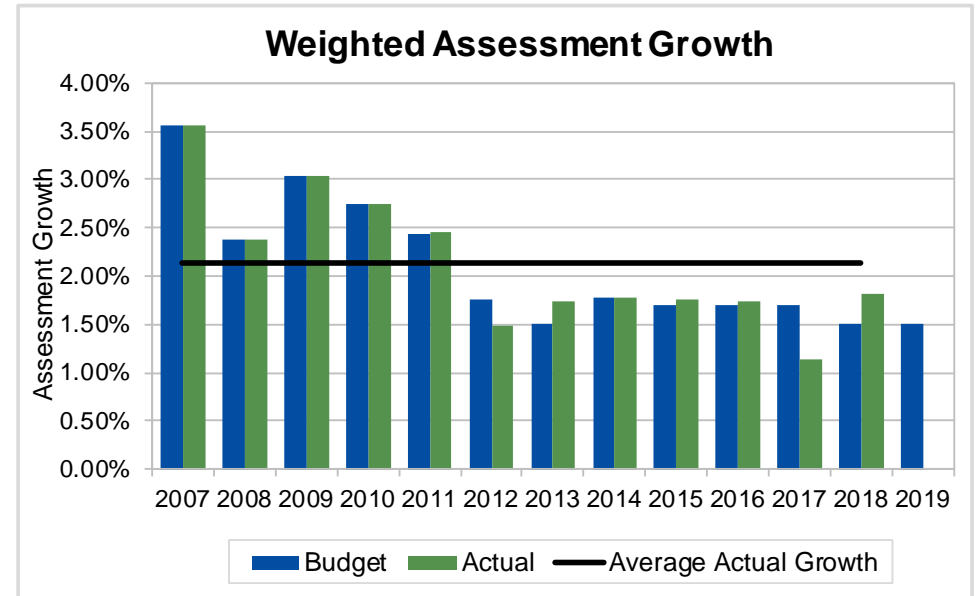
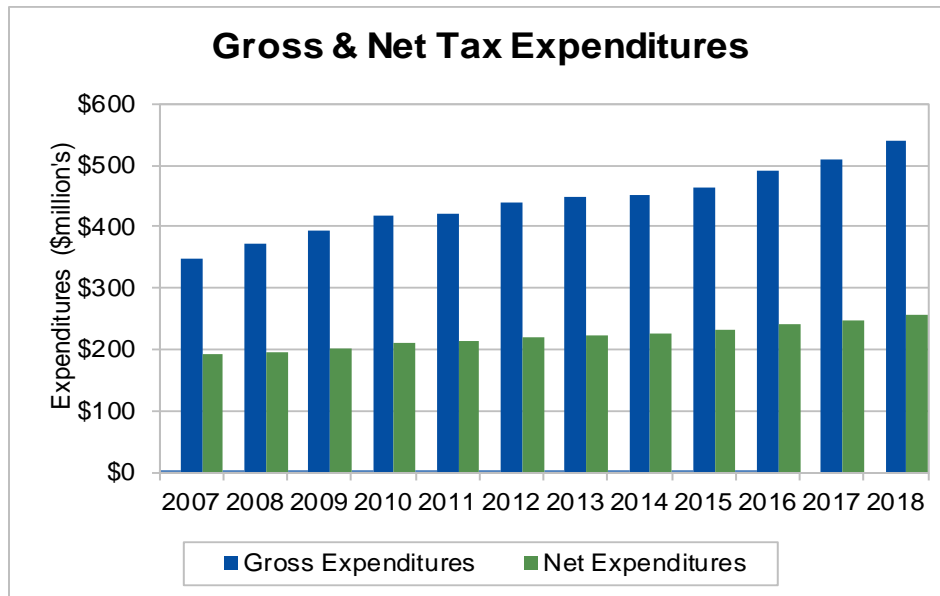
Halton Regional Council is scheduled to review and approve the 2019 budget on January 16, 2019, which includes the requested budgets from Boards and Agencies including Police Services and the Conservation Authorities. The Halton Police Board approved the Police Services budget on October 25, 2018. Conservation Halton’s budget was approved by their board on November 22, 2018. Credit Valley Conservation’s and Grand River Conservation Authority’s budgets are scheduled to be approved by their boards on February 8, 2019 and February 22, 2019, respectively.

The approved 2019 budget increase for Police Services is 3.5%, which results in a net 2.0% increase after assessment growth. The combined impact of Regional Services and Police Services is a 1.9% increase in property taxes.

The chart below shows the combined increases for Regional Services and Police Services. The combined tax increase for the past 12 years has been on average 1.4%, which is below the average rate of inflation.



As shown in the following chart, gross expenditures increased from \$347.5 million in 2007 to \$540.0 million in 2018, an average annual increase of 4.2%, while net expenditures (after deducting subsidies and other revenues and recoveries) increased from \$192.3 million in 2007 to \$257.1 million in 2018, an average rate of 2.8%. These net expenditure increases were offset by the increase in the Region’s assessment base due to average growth of 2.1% over the same period, resulting in an average tax increase of 0.7%.



While focusing on maintaining existing levels of service during this period (2007-2018), Council approved investments in high priority core service areas through the annual budget process, including:

Health

- North Halton Mental Health Clinic (NHMHC) transferred to Halton Healthcare Services effective April 1, 2018 (MO-33-17).
- Increasing immunization rates of school-aged children through enforcement of the *Immunization of School Pupils Act* (ISPA) (MO-12-16 re: Enforcement of the Immunization of School Pupils Act 2015-2016 and Future Planning).
- Increased Paramedic Services including an additional 72 staff and 22,358 relief hours, 4 more paramedic service stations since 2007 and 35 existing ambulance vehicles equipped with power stretchers/lift systems since 2016.
- Funding of \$625,000 provided to help alleviate hospital offload delay pressures due to provincial funding shortfalls in the 2016 and 2017 budgets (funded from the Tax Stabilization Reserve).
- Region's Paramedic Services, Housing Services and Halton Community Housing Corporation (HCHC) partnered with McMaster University to implement the Community Health Assessment Program (CHAP) pilot project to promote the health of older adults living in social housing (MO-11-16/SS-17-16 re: Community Health Assessment Program (CHAP)).
- Relocation and expansion of 3 out of 5 health clinics since 2009, to provide additional space and more suitable locations.

Social & Community Services

- Additional 1,084 subsidized child care spaces in Children's Services to maintain levels of service.
- Support for community agencies such as Home Suite Hope, with funding of \$850,000 to provide transitional housing, rent supplement and homelessness supports.
- An increased total of 1,656 new housing opportunities created through new programs such as the Halton In-Situ Program (HIP) and new unit acquisitions, since 2008, in partnership with the Federal and Provincial governments.
- The Community Mobilization and Engagement Strategy (COMMANDE) enhanced with \$200,000 of funding in 2015-2017 and \$130,450 in 2018, to strengthen a collaborative effort between Social & Community Services, Public Health and Halton Regional Police Services (HRPS), 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 \$2.4 million in 2018, which is an increase of 238%. Since 2012, the HRCIF has committed almost \$10.9 million through 200 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 to include Saturday programming at Georgetown location (operation in Halton Hills in addition to 2 locations in Milton), serving 142 seniors in 2017.
- 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 2017, this provided relief for 43 households.
- Subsidized Passes for Low Income Transit program (SPLIT) implemented with a total Regional funding contribution of \$3.7 million since 2011, in order to provide affordable transit to Halton's low-income residents.
- Investment in the Our Kids Network increased to \$385,000 in 2017, to support continued efforts in community research and knowledge mobilization.

Legislative & Planning Services

- Halton Region's Official Plan approved in 2009 (LPS114-09) directs growth to urban boundaries and protects environmentally sensitive areas.
- The Burlington Beach Regional Waterfront Park Master Plan begun implementation in 2016, with a total estimated Regional investment of \$51.8 million by 2035, which will provide a vibrant, world-class, year-round waterfront park in Burlington (LPS54-15).
- Funding provision beginning in 2016, to cost share the Local Municipal Heritage property tax rebate programs to promote the conservation of cultural heritage resources (FN-45-15).
- Museum Master Plan (LPS62-14 re: A New Approach for the Halton Region Museum) short-term strategies implemented including a critical review of the collection, improved collections management and educational programming.
- Co-location Arrangement to Support Halton Businesses to Go Global (LPS97-16) which will offer scale-up and go-global business support services delivered by Haltech and Halton Region Economic Development from one location at Halton Regional Centre.
- Annual funding of \$75,000 provided to establish the Regional financial incentive programs for local Community Improvement Plans in support of intensification development (as created through LPS23-16).

Public Works

- As part of the Region's transportation capital and road resurfacing programs, Active Transportation has been embedded into the projects to promote increased non-motorized travel throughout Halton. When the Active Transportation Master Plan (ATMP) (PW-17-15) was approved, it was estimated that the Region would require approximately \$108 million over a 16-year period (2016-2031).
- Increase in the number of road lane kilometres from 878 in 2007 to 1,118 projected in 2018.

- Enhancements to Waste Management to implement Organics, enhanced multi-residential waste collection, garbage bag tag program, increased bulk waste collection, special waste days and additional types of acceptable recyclable materials including plastic bags in the blue box beginning in 2018, with an increase in waste diversion from 42% in 2007 to 58% projected for 2018.
- Completed the development of a long-term strategy for water meter reading, billing, and replacement (PW-18-18/FN-25-18) that will ensure meter infrastructure will support radio frequency reading (remote) technology in the future. This included replacement of approximately 12,500 pulse meters and applicable large meters.
- Increased annual capital program for State-of-Good-Repair water, wastewater and transportation from \$74.9 million in 2007 to \$134.3 million in 2018 (PW-28-17).
- Annual investment of \$62,000 for continued Sunday operation of the Halton Waste Management Site (HWMS) on Sundays between May and June each year in support of enhanced customer service.
- An investment of \$85.3 million (2016-2025) in the Region-wide Basement Flooding Mitigation Program to help prevent future flooding.

Corporate Administration

- Funding contribution totalling \$5.0 million for McMaster University to establish a Centre for Advanced Management Studies, a McMaster Affiliated Family Health Centre and a Teaching Affiliation with Joseph Brant Memorial Hospital.
- \$2.0 million grant provided for the Randle Reef remediation project as part of the Remedial Action Plan for Hamilton Harbour.
- Implementation of a financing plan to stimulate economic development in employment lands by providing Regional interim financing for water and wastewater servicing (to be recovered from future Development Charges (DCs)). This includes Regional debt financing for key employment lands including Milton's Business Park 2, Halton Hills' 401 Corridor and Winston Park's West Business Area (CS-33-11/PW-53-11/LPS58-11 re: 2011 Water and Wastewater Servicing to Employment Lands in Halton).
- Implementation and development of the Development Financing Plans (CS-73-08/PWE31-08; CS-49-09/PW-20-09/LPS80-09; and CS-20-12) and the Allocation Programs (2008/2009 and 2012) since 2008 in order to accommodate residential growth of almost 23,000 units (single-detached) family unit equivalent), providing over \$2.0 billion of water, wastewater and transportation capital infrastructure programs without financial impact to existing taxpayers.
- Internship and Apprenticeship Program established (2016) and expanded (2017) to ensure employment experiences and opportunities for talented and highly motivated recent graduates.
- Implementation in 2017 of Halton's IT Mobile Strategy to facilitate program requirements and delivery, such as service delivery by community-based staff in the Health department and Long-term Care facilities.

These cost increases were funded by:

- Provincial uploading of the Ontario Disability Support Program, the Ontario Works (OW) program, and the elimination of Greater Toronto Area (GTA) Pooling;
- Increased provincial subsidy and other revenues;
- Halton Region's Assessment Growth averaging 2.1% per year;
- Cost savings and efficiencies in existing programs; and
- Redeployment of funding and staff resources to priority programs.

The 2019 budget continues to focus on maintaining service levels for core services, making strategic investments to address community needs and maintaining the tax rate increase for Regional Services within the rate of inflation as detailed in the Tax Overview section. The following highlights key investments proposed in 2019:

- Strengthening Paramedic Services by providing additional paramedics for one 24/7 Ambulance and a superintendent to address increasing call volumes and maintain response times;

- Increased investment for the HRCIF for non-profit programs that support the health and well-being of residents;
- Increased investment in the Adult Day program to address revised Mississauga Halton Local Health Integration Network (MH LHIN) program standards;
- Expansion of capacity to deliver a Region-wide data analytics program and a greater focus on digital media, resulting in the creation of more engaging and visual content that can be published on a variety of digital channels;
- Expansion of capacity to address increased development application volume and infrastructure approvals; and
- Expansion of the red light camera program from 17 to 20 cameras.

Funding these investments while keeping the Regional share of property tax increases (1.9% for 2019) below the rate of inflation is highlighted in more detail in the 2019 Budget Development section below.

2019 Regional Property Tax Impact including Halton Regional Police Service (HRPS)

The table below illustrates the property tax impact per \$100,000 current value assessment (CVA). The 2019 property tax impact for Regional Services is an increase of \$3 and the impact for Police Services is an additional \$2, resulting in a combined increase of \$5 per \$100,000 CVA.

Property Tax Impact of Regional Government Services (Per \$100,000 CVA)**						
	2018		2019		Change	
	Actual	Budget	\$	%	\$	%
Regional Services	\$ 181	\$ 184	\$ 3	1.9%		
Police Services *	105	107	2	2.0%		
Total Regional Taxes	\$ 286	\$ 291	\$ 5	1.9%		

Schedule may not add due to rounding.

* Approved by Halton Police Board

** Based on projected 1.5% assessment growth

For example, for a household with \$400,000 CVA, the Regional tax increase for 2019 would be \$20 including Police Services. This is calculated based on dividing the assessed household value of \$400,000 by \$100,000 and multiplying the calculated value (\$4) by the total Regional tax increase per \$100,000 CVA of \$5.

2019 Water and Wastewater Rate Impact

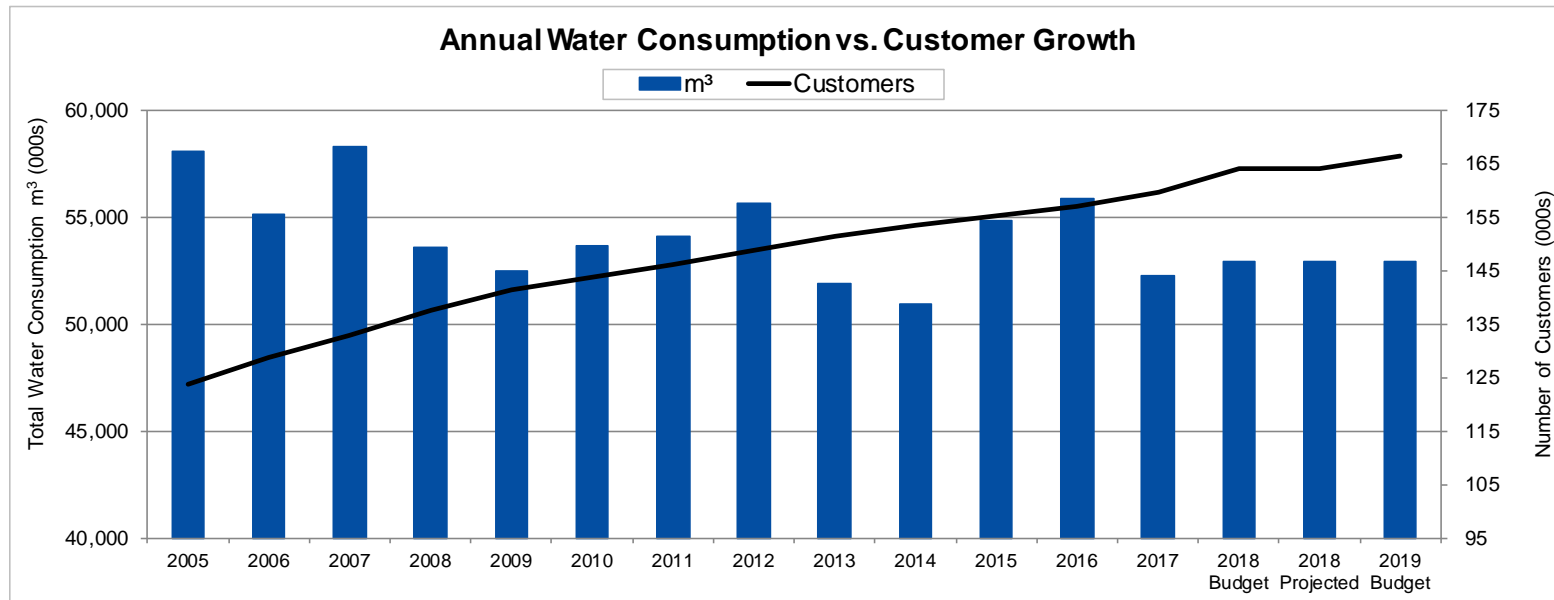
Water and wastewater services are not funded by property taxes. These services are fully funded by water and wastewater rates that include a usage charge which is based on the volume of water consumed and a monthly fixed charge based on meter size. The fixed charge is designed to ensure the recovery 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 monthly service charge is an important component of the fee structure to ensure there is a stable source of funding to maintain the water and wastewater system, whether the service is used or not. The combination of a fixed and variable fee structure is a recommended industry best practice to ensure a reliable, sustainable source of revenue while also providing customers control over spending and encouraging water conservation. In Halton, water and wastewater charges are billed on behalf of the Region on the electricity bills issued through the four local distribution companies.

As shown in the following table, the 2019 Water and Wastewater Rate-Supported Budget has a 3.7% increase, which is primarily driven by capital financing required to support the State-of-Good-Repair capital program, as detailed in the Water and Wastewater Overview section. For a typical residential home using 250 cubic metres (m³) of water per year, this will result in an additional \$35 in 2019 for water and wastewater charges combined.

Rate Impact On a Typical Household (250 m ³ / Year)						
	2018		2019		Change*	
	Budget		Budget		\$	%
Water	\$	444	\$	464	\$ 20	4.5%
Wastewater		520		535	15	2.9%
Total	\$	964	\$	999	\$ 35	3.7%

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

As shown in the following chart, total water consumption has varied over the years mainly due to changing seasonal conditions. The 2019 budget continues to reflect average consumption which includes both dry and wet seasonal conditions, with 0.0% consumption growth projected for 2019. While there is no growth projected for water consumption, the number of water and wastewater customers continues to grow, and the 2019 budget reflects this trend with a 1.5% increase in customer growth.



As shown below, Halton's average Water and Wastewater rate increase since 2008 has been 4.4%, while increases in other municipalities across the Greater Toronto Area and Hamilton have been higher. The increases in the water and wastewater rates are largely driven by requirements to support the state-of-good-repair capital program, with increases to support operations and maintenance maintained below the rate of inflation.

Municipality	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Average
Halton	6.5%	6.7%	0.0%	4.1%	3.5%	4.8%	4.3%	4.9%	5.0%	5.1%	3.8%	4.4%
Toronto	10.2%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	8.0%	8.0%	5.0%	5.0%	8.2%
Peel	9.0%	6.1%	5.0%	9.1%	8.0%	7.0%	7.4%	7.0%	9.0%	4.3%	6.5%	7.1%
Durham	9.7%	7.6%	7.2%	4.5%	6.4%	8.4%	6.5%	5.0%	5.0%	3.6%	4.0%	6.2%
Hamilton	8.9%	4.5%	4.0%	4.3%	4.3%	4.3%	4.0%	4.2%	4.7%	4.9%	4.5%	4.8%

2019 Budget Summary

The 2019 gross Operating Budget is \$770.9 million for Regional Services and \$166.8 million for Police Services, resulting in \$937.7 million for combined services. The \$770.9 million gross Operating Budget for Regional Services includes financing of \$197.7 million for the Region's capital program. The increase in the gross Operating Budget for Regional Services is \$16.3 million, comprised of \$7.6 million for tax-supported services and \$8.6 million for rate-supported services.

The 2019 Capital Budget is \$607.8 million, consisting of \$580.6 million for Regional Services and \$27.2 million for Police Services. The Region's capital program is increasing in 2019, driven mainly by capital infrastructure planned in anticipation of the next Allocation program. The 2019 capital program is \$165.6 million higher than the 2018 capital program, as discussed in detail in the Capital Budget and Forecast section below.

2019 Gross Budget of Regional Government Services					
\$000s	2019			2018	
	Tax Budget	Rate Budget	Requested Budget	Approved Budget*	Change
Operating Budget:					
Regional Services	\$ 547,648	\$ 223,247	\$ 770,895	\$ 754,640	\$ 16,255
Police Services	166,757	n/a	166,757	161,167	5,590
Total	\$ 714,405	\$ 223,247	\$ 937,652	\$ 915,807	\$ 21,845
Capital Budget:					
Regional Services	\$ 312,094	\$ 268,459	\$ 580,553	\$ 434,811	\$ 145,742
Police Services	27,243	n/a	27,243	7,380	19,863
Total	\$ 339,337	\$ 268,459	\$ 607,796	\$ 442,191	\$ 165,605

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

* Operating Budget for Regional Services restated as set out in FN-26-18

The \$770.9 million in gross Operating Budget for Regional Services (excluding Police Services) will be funded from a variety of sources as shown in the table below. This includes a 3.4% increase in property tax revenues that will be generated from a 1.9% tax rate increase and a 1.5% assessment growth (primarily new properties on the assessment roll). The 4.3% increase in water and wastewater revenues will be generated from a 3.7% rate increase and a 1.5% customer growth.

Tax & Rate Gross Operating Revenues by Funding Source				
\$000s	2018	2019	Change	
Property Tax Revenue	\$ 257,069	\$ 265,885	\$ 8,816	3.4%
Water and Wastewater Rate Revenue	197,117	205,631	8,513	4.3%
Provincial Subsidies	181,249	179,123	(2,125)	(1.2)%
Federal Subsidies	16,754	17,403	649	3.9%
Program Revenues	34,435	34,947	513	1.5%
Other	6,016	6,405	389	6.5%
Investment Income	55,000	55,000	-	0.0%
Supplementary Taxes	7,000	6,500	(500)	(7.1)%
Total Revenue	\$ 754,640	\$ 770,895	\$ 16,255	2.2%

Schedule may not add due to rounding.

The 2019 budget includes a decrease in Provincial Subsidies of \$2.1 million. This decrease is driven by reduced funding for:

- (\$3.5 million) decrease in Housing Services mainly due to removal of one-time funding of \$2.1 million for the Investment in Affordable Housing – Social Infrastructure Fund (IAH-SIF) and \$1.7 million for the Investment in Affordable Housing - 2014 Extension (IAH-E), partially offset by increase in Community Homelessness Prevention Initiative (CHPI) funding (\$645,000).
- (\$1.6 million) decrease in Clinical Health Services primarily due to transfer of North Halton Mental Health Clinic (NHMHC) services to Halton Healthcare Services effective April 1, 2018 (\$1.8 million).
- (\$759,000) decrease in Children’s Services mainly due to removal of one-time funding in Early Learning & Child Care (ELCC) (\$2.0 million) (SS-20-17) partially offset by subsidy increase for Child Care Expansion Plan Year II (\$400,000) and capital investment (\$800,000).

These Provincial subsidy reductions are partially offset by:

- \$1.3 million increase in Services for Seniors for changes in Case Mix Index, funding increase for Adult Day Services enhancements (\$151,000), and additional Registered Nursing funding to address complex client needs (\$318,000).
- \$1.1 million increase in Employment & Social Services for OW benefits subsidy.
- \$939,000 increase in Paramedic Services to support program growth (\$550,000) and strategic investments (\$389,000), which include 4.0 FTEs Paramedics, 3,946 relief hours and 1.0 FTE Operations Superintendent.
- \$520,000 increase in Public Health based on a 3% subsidy increase approved in 2018.
- \$222,000 increase in Quality & Service Integration for delivery of integrated human services.

The increase in Federal Subsidies of \$649,000 or 3.9%, outlined in the table above, primarily relates to an increase in Federal Gas Tax funding as discussed in Report No. FN-34-18 (re: Federal Gas Tax Update). This increased funding as been allocated to the Roads state-of-good-repair capital program.

The increase in other revenues of \$389,000 or 6.5%, outlined in the table above, relates to additional *Provincial Offences Act* (POA) revenues.

Property taxes fund approximately 34.5% of gross expenditures for Regional Services while water and wastewater rate revenues fund 26.7% of the expenditures. Approximately 23.2% of total revenues are subsidies from the provincial government primarily to fund cost-shared Health and Social Services programs. The proportion of funding from the various revenue sources has not significantly changed from 2018.

Tax & Rate Gross Operating Revenues by Funding Source				
\$000s	2018		2019	
	\$	%	\$	%
Provincial Subsidies	\$ 181,249	24.0%	\$ 179,123	23.2%
Federal Subsidies	16,754	2.2%	17,403	2.3%
Program Revenues	34,435	4.6%	34,947	4.5%
Other	6,016	0.8%	6,405	0.8%
Investment Income	55,000	7.3%	55,000	7.1%
Supplementary Taxes	7,000	0.9%	6,500	0.8%
Subtotal	300,454	39.8%	299,379	38.8%
Property Tax Revenue	257,069	34.1%	265,885	34.5%
Water and Wastewater Rate Revenue	197,117	26.1%	205,631	26.7%
Total Revenue	\$ 754,640	100.0%	\$ 770,895	100.0%

Schedule may not add due to rounding.

As noted above, the Capital Budget for 2019, including Police, is \$607.8 million which includes \$218.5 million for maintaining the State-of-Good-Repair capital program and \$389.3 million for growth-related infrastructure. Financing for the Capital Budget varies significantly each year depending on the nature of the capital projects planned and is based on a 10-year financing plan to ensure the State-of-Good-Repair capital program is financially sustainable and there is sufficient financing for the growth-related program. The sources of funding for the 2019 capital program are shown in the table below.

Capital Financing Sources				
\$000s	2018		2019	
	\$	%	\$	%
Development Related				
Development Charges - Residential	\$ 176,755	40.0%	\$ 260,742	42.9%
Development Charges - Non-Residential	1,144	0.3%	611	0.1%
Infrastructure Investment Revolving Fund*	22,637	5.1%	40,470	6.7%
Tax Capital Reserves (Operating Contributions)*	53,646	12.1%	78,753	13.0%
Debentures	-	0.0%	8,747	1.4%
Subtotal	\$ 254,182	57.5%	\$ 389,323	64.1%
State-of-Good-Repair				
Tax Capital Reserves (Operating Contributions)	\$ 109,939	24.9%	\$ 98,037	16.1%
Rate Capital Reserves (Operating Contributions)	77,083	17.4%	111,071	18.3%
External Recovery/Other	986	0.2%	9,365	1.5%
Subtotal	\$ 188,008	42.5%	\$ 218,473	35.9%
Total	\$ 442,190	100.0%	\$ 607,796	100.0%

* Interim Financing of Development related expenditures

For the growth-related capital program, a key principle of the financing plan is that growth must pay for growth to the extent allowed in the DC legislation. The financing of the 2019 capital program reflects the principles approved under the 2012 Development Financing Plan (CS-20-12) as outlined in more detail below. Under the Financing Plan, all capital costs related to serving residential development are funded from DCs. The Region provides interim financing for capital costs related to non-residential development through the Infrastructure Investment Revolving Fund, Tax Capital Reserve and debt. This interim financing is a planned investment for economic development in the Region and is recovered through the collection of non-residential DCs, including carrying costs.

The State-of-Good-Repair capital program is funded through the Capital Reserves and External Recoveries. The Capital Reserves are funded by operating contributions, gas tax revenue and interest earnings from the respective Tax and Rate-Supported operating budgets. The Gas Tax revenue of \$16.6 million in 2019 is an important source of funding included in the Tax and Rate Capital Reserve financing.

There is a notable increase in DC reserve funding in 2019. This change is due to the increase in the growth-related capital program planned in anticipation of the next development Allocation Program. It should be noted that growth-related capital programs will not proceed until the next Development Allocation Program is implemented, as discussed in more detail below.

The gross operating expenditures less revenues (other than property taxes and water and wastewater revenues) are the net expenditures. The net expenditures are the amounts that must be collected from property taxes or water and wastewater rates. The following tables outline the net expenditures by program for the 2019 Tax-Supported Budget (excluding Police Services) and Rate-Supported Budget.

Net Operating Budget for Tax Supported Services (Excluding Police Services)								
Levy Requirement by Program								
\$000s	2018	2019			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2019 Base to 2018 Budget		2019 Requested to 2018 Budget	
Public Health Resources	\$ 2,391	\$ 2,435	\$ -	\$ 2,435	\$ 44	1.9%	\$ 44	1.9%
Healthy Environments & Communicable Disease	4,575	4,544	-	4,544	(31)	-0.7%	(31)	-0.7%
Healthy Families	5,877	6,046	-	6,046	169	2.9%	169	2.9%
Clinical Health Services	4,454	3,221	-	3,221	(1,232)	-27.7%	(1,232)	-27.7%
Paramedic Services	20,437	20,896	438	21,334	459	2.2%	897	4.4%
Children's Services	10,243	10,395	-	10,395	152	1.5%	152	1.5%
Employment & Social Services	6,540	6,637	-	6,637	97	1.5%	97	1.5%
Housing Services	35,930	36,057	-	36,057	127	0.4%	127	0.4%
Quality & Service Integration	6,593	6,721	300	7,021	128	1.9%	428	6.5%
Services for Seniors	18,167	18,226	5	18,231	59	0.3%	64	0.4%
Planning Services	12,088	12,604	233	12,837	516	4.3%	749	6.2%
Economic Development	3,729	3,837	-	3,837	107	2.9%	107	2.9%
Waste Management	42,111	43,003	-	43,003	893	2.1%	893	2.1%
Road Operations	53,001	55,038	-	55,038	2,037	3.8%	2,037	3.8%
Non-Program	20,498	22,117	1,047	23,164	1,620	7.9%	2,667	13.0%
Boards & Agencies	10,436	12,085	-	12,085	1,649	15.8%	1,649	15.8%
Net Regional Impact	257,069	263,862	2,023	265,885	6,793	2.6%	8,816	3.4%
Assessment Growth							(3,856)	1.5%
Regional Levy Requirement	\$ 257,069	\$ 263,862	\$ 2,023	\$ 265,885	\$ 6,793	2.6%	\$ 4,960	1.9%

Schedule may not add due to rounding.

The 2019 net expenditures requested budget for tax-supported services (excluding Police Services) are increasing from \$257.1 million to \$265.9 million, an increase of \$8.8 million or 3.4% before assessment growth. Of this increase, the base budget is increasing by \$6.8 million or 2.6% related to inflation and other cost increases. In addition to the base budget increase, the 2019 budget proposes a number of strategic investments of \$2.0 million or 0.8% net that align with the Council-approved priorities, address key service demands, growth, and administrative requirements. The combined base budget (\$6.8 million) and strategic

investments (\$2.0 million) result in an \$8.8 million increase in net expenditures for 2019. The assessment growth (primarily related to new properties) in 2018 is estimated to be 1.5% or \$3.9 million. This results in a net tax increase of 1.9% for the 2019 budget.

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

As outlined in the previous table, the key drivers of the 2019 budget net tax impact of \$5.0 million or 1.9% are:

- Road Operations of \$2.0 million in order to address rising state-of-good-repair needs based on the Public Works Asset Management Plan (PW-28-17), roads maintenance activities and additional red light cameras;
- Paramedic Services of \$0.9 million to provide additional resources to address call volume pressures;
- Waste Management of \$0.9 million in order to address organics market pressures and increased tonnages;
- Planning Services of \$0.7 million in order to provide additional resources to support growth and complexity of development applications; and
- Quality and Service Integration of \$0.4 million primarily to provide additional funding for the HRCIF to support community well-being.

Non-Program is increasing by \$2.7 million or 13.0% which is driven by a reduction in supplementary tax revenue of \$500,000 to align with the 7-year average actual trends, an increase of \$467,000 in assessment services provided by MPAC for increased costs of 2.6% and assessment shifts due to Halton growing faster than other municipalities; and increased repayment to reserve for the HRC rehabilitation and replacement (\$406,000) and Emerald Ash Borer (\$272,000) programs, in accordance with financing plans.

In addition, the 2019 Non-Program budget includes an \$800,000 provision for the implementation of the review of the employee non-union benefit plan. Non-union benefits were last reviewed in 2008, and there have been no changes to the non-union benefits plan over the last 10 years. A review of the benefits plan conducted in 2018 confirmed that the Region's plan was out-of-date and not competitive with the Region's union plans or plans offered by other municipalities. Changes to the plan under consideration include adjusting maximum limits for various benefits, discontinuing benefits that are underused or ineffective, increasing supports for psychological well-being, and introducing a health care spending account to provide enhanced flexibility for employees. Staff will also implement a process to review the non-union benefit plan regularly to ensure it remains competitive. Attracting and retaining qualified staff continues to be a high priority and an increasing challenge in the competitive job market. A competitive benefit package is an important component of the overall compensation package.

The Boards and Agencies budget is increasing by \$1.6 million or 15.8%, \$1.2 million of which is driven by the transfer of North Halton Mental Health Clinic (NHMHC) services to Halton Healthcare Services (HHS), as approved through Report No. MO-33-17. The Region will provide an annual grant of \$1.0 million as well as fund the lease costs for NHMHC of \$174,000 which is being presented as part of the 2019 budget for Boards and Agencies. This increase in Boards and Agencies is offset by the reduction in the Clinical Health Services division in the Health Department.

As shown in the following table, the 2019 net expenditure requested budget for Water and Wastewater services is increasing from \$197.1 million to \$205.6 million, an increase of \$8.5 million or 4.3%. This includes the base budget increase of \$8.4 million or 4.3% and net strategic investments of \$115,000 that address operational requirements. The customer growth is estimated to be 1.5% or \$1.3 million, while consumption growth is 0.0%. This results in a net water and wastewater rate increase for the 2019 budget of \$7.2 million or 3.7%. The net expenditures shown below incorporate the cost of Corporate Administration in order to reflect the full cost of service delivery.

Net Operating Budget for Water & Wastewater Services									
\$000s	2018		2019			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2019 Base to 2018 Budget		2019 Requested to 2018 Budget		
Water Treatment	\$ 22,148	\$ 22,868	\$ 29	\$ 22,897	\$ 719	3.2%	\$ 748	3.4%	
Wastewater Treatment	38,665	38,806	29	38,835	141	0.4%	170	0.4%	
Water Distribution	24,727	26,749	29	26,778	2,022	8.2%	2,051	8.3%	
Wastewater Collection	20,258	20,033	29	20,061	(225)	-1.1%	(196)	-1.0%	
Infrastructure Management	91,319	97,060	-	97,060	5,741	6.3%	5,741	6.3%	
Net Program Impact	\$ 197,117	\$ 205,516	\$ 115	\$ 205,631	\$ 8,399	4.3%	\$ 8,513	4.3%	
Consumption Growth (0.0%)							-	0.0%	
Customer Growth (1.5%)							(1,305)	-0.7%	
Net Increase Requirement							\$ 7,209	3.7%	

Schedule may not add due to rounding.

As shown in the following table, Operating Expenditures are increasing by \$2.9 million driven by inflationary and other projected increases mitigated with savings and efficiencies which are discussed in the Water and Wastewater Overview section of this book.

\$000s	2018		2019		Change in Budget	
	Approved Budget		Requested Budget		2019 Requested / 2018 Budget	
Gross Operating Expenditures	\$ 113,838		\$ 116,705		\$ 2,867	2.5%
Capital Transfers		100,801		106,542		5,741 5.7%
Gross Expenditures	\$ 214,639		\$ 223,247		\$ 8,608	4.0%
Other Revenues		(17,521)		(17,616)		(95) 0.5%
Net Program Impact	\$ 197,117		\$ 205,631		\$ 8,513	4.3%
Consumption Growth*					-	0.0%
Customer Growth*					(1,305)	-0.7%
Rate Increase					\$ 7,209	3.7%

* Includes 0.0% consumption growth and 1.5% customer growth

In addition, there is a \$5.7 million increase in capital expenditures, which will fund the water and wastewater State-of-Good-Repair capital program. The operating contributions for the existing State-of-Good-Repair capital program have increased by \$7.7 million based on the Public Works' Asset Management Plan, which is closely aligned with the 2019 forecast included in the 2018 budget as discussed in more detail in the Water and Wastewater Overview section of this book. This is offset by a \$2.0 million reduction related to declining debt charges due to retiring debt.

Of the \$7.2 million (3.7%) increase, \$4.9 million (2.5%) is needed to provide sustainable funding for state-of-good-repair of existing water and wastewater assets based on the Public Works' Asset Management Plan (PW-28-17), and the remaining \$2.3 million (1.2%) is required to operate and maintain the water and wastewater systems.

\$000s	Change in Budget			
	Net Program Impact		With Customer Growth*	Rate Impact
Gross Operating Expenditures	\$ 2,867			
Other Revenues	(95)			
Net Operating Expenditures	\$ 2,772	\$ 2,347		1.2%
Capital Expenditures	5,741	4,861		2.5%
Net Program Impact	\$ 8,513	\$ 7,209		3.7%

* Includes 0.0% consumption growth and 1.5% customer growth

2019 Budget Overview

The 2019 budget continues to maintain service levels in the Region's core service areas and ensures delivery of the priorities identified by Regional Council.

The budget has been prepared consistent with Council-approved priorities to ensure the Region continues to maintain a strong financial position as reflected in the following actions.

AAA Credit Rating

Maintaining a AAA credit rating over the past 30 years is a testament to the financial position, policies and practices of the Region and Local Municipalities. The AAA credit rating reflects Halton's strong and stable operating budgetary results, very low debt burden, high levels of liquidity, commitment to multi-year planning, stable revenue and expenditure flows, a very strong and well-diversified economy, prudent and conservative fiscal management practices, and a stable and well-qualified management team. Maintaining a AAA credit rating provides the best possible capital financing rates and minimizes long-term infrastructure capital financing costs.

Tax Increases at or Below the Rate of Inflation

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

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

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

Financing Growth

The Provincial Growth Plan has imposed financial challenges on the Region. For more than 20 years, the Region has had a long-standing practice that an acceptable development financing plan must be approved by Regional Council prior to proceeding with growth-related programs. Regional Council is committed to supporting planned growth by working in partnership with the development community in order to maintain the Region's objective of protecting Halton Region's tax

and rate payers from impacts related to financing growth-related infrastructure, while also maintaining Halton's strong financial position. This principle is upheld through the Region's Development Financing Plan, which states that all growth-related costs that can be recovered from DCs will be recovered in accordance with the DCA. Currently, the Region is implementing the 2012 Allocation Program and financing plan to accommodate 14,407 Single Detached Equivalents (SDE) approved by Council at an estimated cost of \$1.4 billion.

Despite Halton's rigorous process to develop its Development Charges Background Study through its Master Plans, Growth Plans, developer consultations and consultant review, a significant amount of growth-related costs cannot be recovered under the current DCA as amended. Council has made several submissions to the Province between 2014 and 2015 for changes to the DC legislation. These submissions to the Province reflected Regional Council's request to make amendments to the DCA consistent with the principle that growth pays for growth. However, changes to the DCA enacted through Bill 73 in December 2015 are much different than what the Region requested in early 2014 and reiterated on several occasions to the Province. In 2018 this message was reiterated to the Province through its 2018 Advocacy initiatives (CA-01-18 re: Advocacy Update) and the 2018 Provincial Pre-Budget Consultation which again indicated that growth needs to pay for itself.

As part of the 2017 DC update process, staff identified and updated the capital costs that are not being recovered from growth based on the principle of growth pays for growth. Under the current DCA, Halton Region's DC revenues are estimated to be, at minimum, \$14.1 million per year lower than a calculation based on a growth pays for growth principle.

Asset Management Plans

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

Public Accountability, Transparency and Engagement

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

Halton has been successful in advocating to the provincial and federal governments and has been allocated with a total of \$99.1 million in new funding since 2014. This includes \$39.4 million for Housing initiatives under the Investment in Affordable Housing for Ontario (IAH), the Homes for Good (HFG) and the Survivors of Domestic Violence – Portable Housing Benefit (SDV-PHB) programs; \$46.0 million in Infrastructure financing through programs such as the Clean Water and Wastewater Fund, the Canada 150 Community Infrastructure Program and the Ministry of Education for the Childcare facility; \$2.9 million in Disaster Mitigation relief; and \$10.8 million to prevent and address homelessness through the CHPI and Homelessness Partnering Strategy (HPS) Enhancement program.

Opportunities for residents to provide feedback on Regional programs and services including customer service are also a key priority. Surveys of residents continue to indicate that residents are very satisfied with the delivery of Regional services and place the highest importance on traffic congestion and infrastructure and roads, as outlined in Report No. CA-05-18 (re: Halton Region's 2017 Service Optimization Survey). The Region is committed to providing high-quality programs and services while minimizing the financial impact on the taxpayer. The 2019 budget will continue to ensure the Region maintains the high quality of life and services residents of Halton have come to expect.

2019 Budget Development

The following chart highlights the process undertaken to prepare the 2019 Tax and Rate-Supported budgets.

2019 Budget Process				
	Tax Increase	Assessment Growth	Rate Increase	Consumption / Customer Growth
2019 Forecast	2.3%	1.5%	4.2%	0.0% / 1.5%
2019 Budget Direction	2.0%	1.5%	4.2%	0.0% / 1.5%
2019 Budget	1.9%	1.5%	3.7%	0.0% / 1.5%

The 10-Year Operating Budget Forecast in the 2018 Budget and Business Plan projected the tax increase for Regional programs in 2019 to be 2.3% while a 4.2% increase was anticipated for the rate-supported program. The 10-Year Operating Budget Forecast was developed based on existing program financing plans, program-specific assumptions with respect to provincial funding, and expected inflationary and growth factors. For the 2019 Budget Directions (FN-26-18), the tax forecast budget model assumptions were updated to reflect inflation with assessment growth remaining the same at 1.5%. For the rate forecast budget model, Budget Directions maintained the water consumption (0.0%) and customer growth (1.5%) projected in the 2018 forecast and included capital financing based on the Asset Management Plan as set out in Report No. PW-28-17 (re: Public Works Asset Management Program Update, 2017). The 2019 Budget Directions also recognized that some program enhancements would need to address growth and other program pressures in order to maintain service levels. Based on these factors, Council approved the 2019 Budget Directions with a tax increase at or below 2.0% for Regional Services (excluding Police Services) and a rate increase not to exceed 4.2%.

Several times during the budget process, Management Committee reviewed the base budget and proposed strategic investments to ensure levels of services are maintained and to achieve Council priorities. These considerations are reflected in the 2019 budget with a 1.9% tax increase and a 3.7% rate increase. The rate increase of 3.7% is lower than the Budget Direction target of 4.2%, primarily due to savings and efficiencies as outlined below.

The Strategic Plan establishes an objective of annual tax rate increases not to exceed inflation. To achieve this goal while maintaining levels of service, enhancing customer service and responding to growth requires an on-going commitment to continuous improvement including increased use of technology to achieve efficiencies and build capacity within the organization. These continuous improvement initiatives result in the streamlining of business processes, reallocation of existing resources to address priorities, identification of opportunities for automation and changes to service delivery models. Key initiatives completed or underway in 2018 include:

- Service delivery review for the North Halton Mental Health Clinic resulting in the transfer of the Clinic to Halton Healthcare (complete)
- Program review of the adult dental programs resulting in the consolidation of existing programs and establishment of consistent eligibility criteria (review complete)
- Public Health sexual health services review
- Immunization services review

- Process review and technology implementation for the Halton Community Housing Corporation resulting in streamlined administration, improved data management, and improved client service
- Process review and technology implementation of an automated staff scheduling system in Long Term Care homes
- Implementation of mobile technology in the long term care homes to improve efficiency and effectiveness of direct resident care (complete)
- Process review of the Subsidized Passes for Low Income Transit (SPLIT) program to streamline processes and improve program effectiveness (complete)
- Process review of client service in the Ontario Works program
- Reorganization and process review in water/wastewater system maintenance including the introduction of reliability centred maintenance to streamline processes and improve effectiveness of the maintenance program
- Reorganization and review of purchasing processes to streamline processes through increased automation and improved internal controls.
- Stores and inventory business process review
- Continued implementation of the Quality, Environment, Health and Safety Team (QUEST) to enhance regulatory compliance and identify opportunities to improve processes
- Process review for the development application process including implementation of a new Development Application Tracking System (DATS) to streamline the development process and improve effectiveness
- Enhanced digital service delivery on Halton.ca to provide residents improved service options and reduce demand on 311
- Corporate policy review to identify opportunities for streamlining and enhanced clarity
- Review of energy billing to identify opportunities for savings
- Implementation of light emitting diode (LED) streetlights resulting in savings, reduced maintenance and reduced carbon footprint
- Development of the corporate risk management system to ensure risks are identified, assessed, and mitigated
- Review of the Ontario One Call locate process resulting in operational savings
- Computer Management System YARDI update to improve service delivery in maintenance
- Implementation of dispatch connectivity technology with the central ambulance communications centre for paramedics
- Expansion of Paramedic Services Community Paramedic program to two buildings in Oakville

The **2019 Tax-Supported Budget** includes the following savings and revenues:

- Decreased grants of \$0.5 million to social housing providers primarily based on revised Ministry of Municipal Affairs and Housing (MMAH) benchmark indices and mortgage rate renewals. Does not impact service levels.
- Decreased vacant unit property tax rebate costs of \$500,000 to reflect the final year of phase-out (FN-11-17).
- Decreased Public Health capital financing costs of \$195,000 to reflect decreasing need for air quality monitoring including the transfer of the air quality monitoring to the Ministry of Environment, Conservation and Parks in 2019 (MO-01-18)
- Decreased Public Health costs of \$148,000 to reflect actual trends in operating program expenditures.
- Decreased Technology costs of \$86,000 to reflect savings from revised contracts and spending trends.
- Decrease of \$94,000 in cellular costs to reflect revised contracts.
- Increased Public Health subsidies of \$520,000 to reflect a one-time 3% base increase received in 2018.
- Increased revenues of \$205,000 for basic and preferred resident accommodation revenue in Long-Term Care homes.
- Increased revenues of \$991,000 for increase Case Mix Index impacts on provincial subsidy in Long-Term Care homes.
- Increased revenues of \$389,000 for additional POA revenues in Non Program.
- Increased revenues of \$140,000 in Waste Management for blue box funding and recovery from the school board.
- Decrease of \$181,000 in hydro costs in Roads Operations to reflect the ongoing conversion of the Region's streetlights to LED technology.

In addition, the following savings and revenues of \$2.8 million were identified in the **2019 Rate-Supported Budget**, which were used to fund priority areas in the water and wastewater program:

- Reduction in debt charges of \$2.0 million resulting from the retirement of debt.
- Decrease of \$460,000 in maintenance materials and purchased services due to efficiencies identified through a review of the maintenance program, and the implementation of a reliability-centered maintenance program. Also, savings were achieved by reducing reliance on external contractors and bringing more maintenance in-house.
- Decrease of \$204,000 in various materials and supplies resulting from savings in cell phone contract costs, and to reflect actual trends.
- Decreased locate investigation costs of \$103,000 achieved through process efficiencies and optimization of request processing at Ontario One Call.
- Additional revenue of \$95,000 to reflect an inflationary increase on user fees.

Also contributing to the 3.7% rate increase, which is lower than the 2019 Budget Direction target of 4.2%, is that hydro costs did not increase by \$350,000 as was expected in Budget Directions. As discussed in Report No. FN-32-18 (re: Operating Budget Variance Report for the period ending August 31, 2018 and Capital Budget Variance and project closure report for the period ending June 30, 2018), an additional treatment facility and a water pumping station became eligible as of July 1, 2018, to participate in the Industrial Conservation Initiative (ICI) program which helps the Region manage its global adjustment costs by reducing demand during peak periods. As a result, the planned 2019 hydro budget increase of \$350,000 has been deferred, and the 2019 budget has been maintained at the 2018 level.

2019 Budget Key Drivers

The following key drivers of the 2019 budget reflect Council priorities:

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

Planning Healthy, Complete Communities

The Province mandates that Halton Region plans to meet the growth allocations as set out in the Provincial Growth Plan. Planning for this growth to create complete, active, and healthy communities served by high-quality infrastructure, including a comprehensive transportation system, is a high priority for the Region. Halton's distinct approach to planning and funding growth and commitment to support intensification in identified areas are key to Halton's long-term success.

The 2019 Budget and Business Plan incorporates the 10-year capital programs and strategic investments that will continue to support this priority.

Integrated Transportation Network

The Region continues to plan and deliver an integrated transportation network that supports walking, cycling, transit, passenger vehicles and goods movement. As set out in PW-33-16 (re: 2017 Development Charges Update – Water, Wastewater and Transportation Infrastructure Projects) the Regional Active Transportation infrastructure has been well integrated and will be implemented as part of the Region’s transportation capital program including the road resurfacing program.

An emerging tool in traffic engineering is the use of Intelligent Transportation Systems (ITS) or Advanced Traffic Management Systems (ATMS). An Advanced Traffic Management System is a “state-of-the-art” traffic signal control system consisting of a very powerful central processing unit programmed with complex algorithms, working together with equipment in the field such as detection devices (loops, video cameras, radar, etc.), closed circuit television cameras, traffic signals, warning and travel time information signs/messaging boards, emergency and transit pre-emption devices, monitoring and data collection devices, etc. All of these intelligent devices work together to move traffic safely and efficiently in response to real-time traffic demands and allow staff to make informed decisions based on real-time data. The Region’s Road Operations section undertook a feasibility study and the findings were reported to Regional Council in 2018 (PW-10-18 re: Regional Advanced Traffic Management System (ATMS, Our File: PR-3205A)), which recommended the implementation of the ATMS. The 2019 budget includes \$11.0 million between 2019 and 2022 for this initiative. This implementation essentially sets the stage for establishing Regional Roads as smart corridors. Staff will report back to Council with an implementation plan in 2019.

Road Safety

As discussed in Report No. PW-39-16 (re: Red Light Camera Program), the Region had 12 Red Light Cameras (RLCs) successfully operating by the end of 2016, with an additional 5 cameras installed in 2017 for a total of 17 since the program’s inception in 2012. The Red Light Camera Program has proven to be a valuable tool in increasing road safety in intersections throughout Halton, with a reduction in angle collisions at intersections where RLCs are installed. The 2019 budget for RLCs has increased from \$670,000 to \$770,000 to include installation of an additional 3 cameras planned for 2019. By the end of 2019, there will be a total of 20 RLCs operating in Halton.

Growth Coordinated with Infrastructure Delivery and Financing

Under the Council approved Best Planning Estimates, 2011, Halton planned for a total of 780,000 people and 390,000 jobs by 2031 based on targets set out in the Provincial Growth Plan (prior to the 2017 amendment), and Regional Official Plan Amendment No. 39 (ROPA 39). On July 1, 2017, the updated Provincial Growth Plan came into effect and mandates Halton grow to 820,000 people and 390,000 jobs by 2031 and 1.0 million people and 470,000 jobs by 2041. These revised provincial growth plan targets will be incorporated into the Regional Official Plan Review currently being undertaken. The timing of development in Halton continues to be coordinated with financing and delivery of related infrastructure through development allocation programs. The 2019 10-year capital program incorporates the growth-related infrastructure program at an estimated cost of \$2.2 billion which has been financed in accordance with the Council-approved development financing plan framework (CS-20-12). It is important to note that the growth-related capital programs will not proceed until the next Allocation Program is approved by Council including the approval of the development financing plan.

Intensification Development

As set out in the Regional Official Plan (ROP), it is the Region’s policy to encourage the local municipalities to consider planning approval, financial and other incentives to promote the development of Intensification Areas.

In support of intensification development objectives of the ROP, the Region has provided a number of policy measures in the areas of Development Charges and Community Improvement Plan as follows.

Regional Development Charge (DC) Policies:

- Area-specific Water/Wastewater DCs – differentiates DCs between the Built-boundary area and the Greenfield area, and provides approximately 59.5% lower DCs to the Built-boundary area (By-law 36-17) .
- Conversion and Demolition DC credits – provides DC credits for redevelopment that involves conversion or demolition of an existing building/structure.
- Lot coverage relief – currently provides DC discounts for development area higher than the lot size.
- Residential DC deferral – provides one to three-year DC deferral for rental housing development.

Regional Program for Community Improvement Plan (CIP) (LPS94-16):

- \$75,000 of annual base funding was approved in the 2017 budget to finance incentive programs for the purpose of promoting rehabilitation and redevelopment in CIP Areas designated by local municipalities. The Regional Program for CIPs has been developed as a framework for implementing the policies of the ROP related to intensification, assisted housing, agriculture and cultural heritage resources.

In support of the intensification development objectives as set out in the ROP, Report No. FN-11-17 (re: 2017 Tax Policy) recommended to the Ministry of Finance that the Vacant Unit Rebate program in Halton be phased out over two years with 50% of the rebate phased out in 2018 and 100% phased out in 2019. Therefore, the 2019 budget incorporates removal of the 2018 budget provision of \$500,000 to reflect the final year of the phase-out.

The phase out of the Vacant Unit Rebate program will provide additional support for the following:

- Encouraging infill development
- Promoting healthy communities - Reduce vacancies and derelict buildings
- Encouraging landlords to best utilize their properties
- Promoting equity amongst taxpayers

Planning for Future Growth

As noted earlier, the Region is currently undertaking the Official Plan review and is working towards the release of the next allocation program. The development applications and engineering files are growing in volume and complexity with over 1,670 applications received last year. This is compounded by additional requirements that are now in effect related to Bill 139, where municipalities must ensure greater care in documentation and adhere to strict processing timelines in order to avoid costly Local Planning Appeal Tribunal (LPAT) hearings. During the Development Planning and Engineering Service Review received by Council in 2017, a number of opportunities to streamline and improve processes were identified. In 2018, a new Development Application Tracking System (DATS) was implemented to address these process enhancements.

Despite the changes, in order to meet the increasing demands and process applications in a timely manner, the 2019 budget proposes the following strategic investment at a cost of \$233,000 in support of coordinating growth and development:

- **Planning Services – Intermediate Planner and Development Project Manager - \$233,000** As discussed above, development applications are growing in volume and complexity. This is compounded by additional requirements related to Bill 139, where municipalities must ensure greater care in documentation to avoid costly LPAT hearings. Despite significant process improvement efforts, these 2 additional positions are required.

Growing the Regional Economy

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

The 2019 budget continues to include provisions to support the development and redevelopment of employment areas and to promote Halton in order to attract new businesses and visitors.

Regional Investments in Economic Development

The 2019 budget includes the Region's continued investment in economic development through its interim financing for non-residential growth as set out in Report No. CS-20-12 (re: Development Financing Plan). The Region has historically provided interim funding in recognition of infrastructure development being driven by residential development and delivered well in advance of non-residential requirements. To ensure that this interim financing does not impact tax or water and wastewater rates, the Region uses internal borrowing for residential-led employment growth and external debt for growth in key employment lands. The Infrastructure Investment Revolving Fund is used for the water and wastewater growth program and the Tax Capital Reserve is used for the Transportation program. The Region provides an annual operating contribution of \$14.3 million to the Infrastructure Investment Revolving Fund in order to sustain the reserve fund capacity for interim financing. In addition, the Region provides an annual contribution of \$29.1 million to the Tax Capital Reserve for the state-of-good-repair Transportation capital cost.

By the end of 2018, the Region's investment from the revolving fund is projected to be approximately \$237.2 million, while the investment from the Tax Capital Reserve is \$120.9 million. In 2011 the Region also invested, through issuance of debt, \$106.0 million in water and wastewater infrastructure for the key employment areas (Milton Business Park 2, Oakville Winston Park West, and Halton Hills Premier Gateway Employment Area - 401 Corridor). These Regional investments will be fully reimbursed (including interest) from the collection of DCs as non-residential development proceeds in the future.

Connecting People with Services

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

Housing Services

The Region continues to support Housing Services' programs which include the Comprehensive Housing Strategy (CHS), rental supplement programs, social housing providers and homelessness prevention. The Regional contribution included in the 2019 budget is \$36.1 million, an increase of \$127,000 over the 2018 budget.

Comprehensive Housing Strategy

The Region updated its CHS (2014-2024) as approved by Council in Report No. SS-21-13 (re: Approval of Comprehensive Housing Strategy (2014 – 2024)) to reflect current housing priorities and the supporting financial plan. The CHS will be updated in 2019 as required by the Province. As discussed below, Halton’s Housing program has expanded based on continued contribution from the Region and the increased funding allocated from the provincial and federal governments.

10-Year Housing Program

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

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

Regional Contribution

The Regional funding for new assisted housing opportunities will continue at \$7.8 million in 2019, as set out in the CHS. The annual Operating Budget funding contribution to the Housing New Units Reserve increased from \$0 in 2008 to \$7.8 million in 2016. Funding will continue at this level and is required to deliver the target of 550 to 900 new assisted housing opportunities over 10 years, as set out in the CHS.

The annual Operating Budget contribution (\$7.8 million in 2019) provided to the Regional Housing New Units Reserve, combined with provincial and federal contributions described below, accommodate a number of initiatives to increase the assisted housing stock in Halton Region. These include purchasing or developing rental units, providing rental assistance to Halton residents and landlords in new or existing buildings, and creating specialized housing for specific target groups. Assisted housing plays an important role in helping Halton’s low income individuals and families obtain stable and secure housing.

The Region’s housing program has been updated through the annual budget process based on new housing opportunities and funding received from senior levels of government since the CHS was approved. The following is the updated housing program plan that has been incorporated in the 2019 Budget and Forecast.

Based on the funding contributions provided, the 2019 Budget and Business Plan provides the 10-year housing program as shown below.

Halton Region 10-year Housing Program											
Program - Delivered by Halton (\$000's)	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2019-2028 Total
Expenditures:											
Rental Component (new units)	\$ 9,750	\$ 9,000	\$ 9,400	\$ 9,450	\$ 9,450	\$ 11,200	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 98,250
Rental Component (HFG)	-	45	45	45	45	45	45	45	45	45	405
Rental Assistance	2,434	2,832	3,203	3,671	4,134	4,290	4,464	4,552	4,552	4,552	38,684
Homeownership/Renovation	1,144	-	-	-	-	-	-	-	-	-	1,144
Admin fees	334	100	100	100	100	100	100	100	100	100	1,234
Total	\$ 13,662	\$ 11,977	\$ 12,748	\$ 13,266	\$ 13,729	\$ 15,635	\$ 14,609	\$ 14,697	\$ 14,697	\$ 14,697	\$ 139,717
Funding:											
Regional Reserve	\$ 8,000	\$ 7,899	\$ 8,170	\$ 8,187	\$ 8,254	\$ 10,290	\$ 9,264	\$ 9,352	\$ 9,352	\$ 9,352	\$ 88,120
Regional DC Reserve	2,300	2,800	3,300	3,800	4,300	4,300	4,300	4,300	4,300	4,300	38,000
Prov/Fed IAH-E	2,128	-	-	-	-	-	-	-	-	-	2,128
Prov/Fed IAH-SIF	234	234	234	234	129	-	-	-	-	-	1,064
Prov/Fed HFG	1,000	1,045	1,045	1,045	1,045	1,045	1,045	1,045	1,045	1,045	10,405
Total	\$ 13,662	\$ 11,977	\$ 12,748	\$ 13,266	\$ 13,729	\$ 15,635	\$ 14,609	\$ 14,697	\$ 14,697	\$ 14,697	\$ 139,717

Delivered & Funded by Province											
Housing Allowance	\$ 1,458	\$ 431	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,889

The 2019 10-year housing program totals \$139.7 million, of which \$98.3 million has been allocated in the Capital Budget to acquire new housing units. The remaining \$41.4 million has been allocated in the Operating Budget to provide rental assistance, grant assistance towards homeownership and renovations, rental units acquisitions through mortgage subsidies (Home for Good) and administrative support. In addition, the Province will continue to deliver and finance the Housing Allowance program on Halton's behalf for \$1.9 million.

A significant portion (\$88.1 million) of the \$139.7 million housing program will be funded by the Regional Housing New Units reserve, which is funded from the \$7.8 million annual operating contributions and \$38.0 million is funded by the Housing DC reserve. The balance of the 10-year housing program will be funded through provincial/federal contributions through the Home for Good (HFG), Investment in Affordable Housing – Extension (IAH-E) and Investment in Affordable Housing – Social Infrastructure SIF (IAH-SIF) programs (\$13.6 million) and successor programs as relevant.

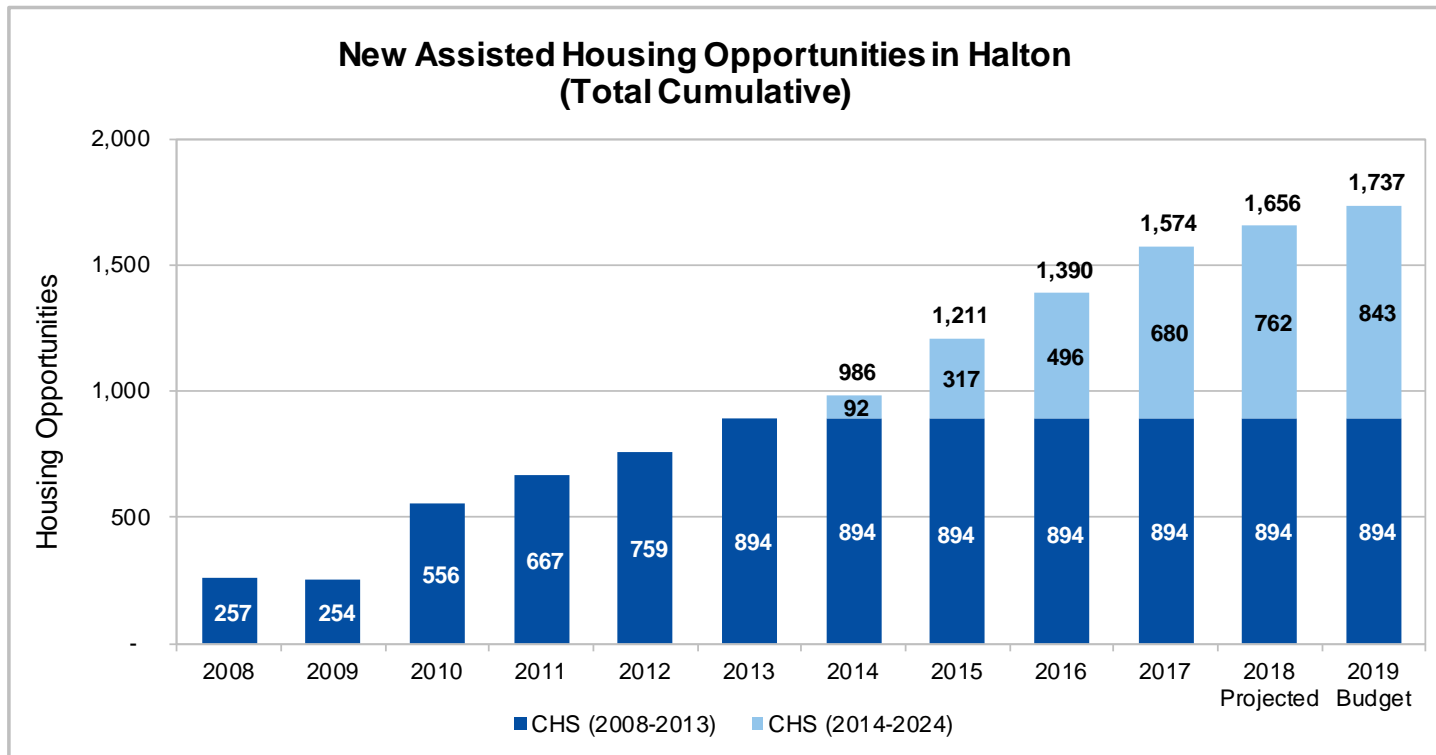
The combined Regional and provincial/federal funding of \$139.7 million will be used to support the programs as follows:

- **New Units Acquisition (Rental Component)** - \$98.7 million to acquire new housing units, funded by the Housing New Units reserve (\$59.5 million), Housing DC reserve (\$38.0 million), IAH-E (\$750,000), and HFG (\$405,000). As described in Report No. SS-18-18/LPS78-18, 2018 funding for IAH-E, IAH-SIF and HFG is fully committed.
- **Rental Assistance** - \$38.7 million (funded by the Regional Housing New Units reserve (\$28.6 million), IAH-SIF (\$1.1 million) and HFG (\$9.0 million)) to support the following:
 - Halton Rental Assistance Program (HRAP) (\$24.6 million) for the new housing opportunities acquired under CHS;
 - Halton In-Situ (\$4.0 million) to provide financial assistance directly to Halton individuals and families to help with their monthly rents in the private rental market; and
 - Provincial rent supplement programs (\$10.1 million) to flow funds to private market landlords and community agencies to reduce the amount of rent that low-income Halton residents are required to pay.
- **Homeownership & Renovation** - \$1.1 million to provide grant assistance towards the down payment for homeownership and renovation, which is fully funded by IAH-E.
- **Administration Fees** - \$1.2 million to provide administrative support, which is fully funded by IAH-E, IAH-SIF and HFG.

The 2019 program of \$13.7 million includes funding of \$3.4 million provided from the HFG, IAH-E and IAH-SIF, which will be used to finance the operating programs for rental assistance and to acquire new units through the capital program in 2019. The IAH-E funding is expected to be fully utilized in 2019 for the new units acquisition, homeownership and renovation and administration programs. The IAH-E funding for the Provincial rent supplement program is expected to be fully utilized by the end of 2020.

Assisted Housing Opportunities

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



Between 2008 and 2018, Halton has created an additional 1,656 assisted housing opportunities. Halton Region's CHS Update 2014-2024 committed to create up to 900 new housing opportunities. 762 new housing opportunities have been created between 2014 and the end of 2018, with an additional 81 budgeted in 2019. Halton is therefore expected to meet its target well ahead of the planned dates. The 2019 budget includes a Regional contribution of \$4.5 million in addition to the CHS for assisted housing rental supplement programs, an increase of \$548,000 over the 2018 budget.

Capacity to Prevent and Address Homelessness

The 2019 budget also includes \$7.0 million to prevent and address homelessness, an increase of \$305,000 from the 2018 budget funded by provincial and federal subsidies. Of this \$7.0 million, \$5.8 million is provided for CHPI for homelessness-related programs, an increase of \$305,000 from the 2018 budget.

Social Housing

As of 2018, the Region supports 3,679 social housing units by providing \$20.6 million in grants to 23 housing providers, including HCHC, as required under the *Housing Services Act* (HSA). The amount of the grant is adjusted each year according to cost factor benchmarks mandated by the Ministry of Municipal Affairs and Housing (MMAH) and Market Rent Index (MRI) factors. Based on these cost factors, the grants required in 2019 have decreased by \$545,000 as compared to the

2018 budget. This reduction mainly includes a reduced operating subsidy due to revised MMAH cost factors of \$673,000, lower mortgage renewal rates of \$143,000 offset by increase in property taxes of \$163,000, and a reduction in the federal block funding of \$35,000 received from the MMAH.

Safety and Well-being of All Halton Residents

Halton has taken a coordinated approach to respond to high risk individuals and families in partnership with HRPS. As outlined in Report No. SS-30-17/MO-39-17 (re: Community Safety and Well-Being in Halton: A Plan for Collaboration and Action), Halton has undertaken a public consultation process to gather feedback on the Community Safety and Well-Being in Halton: A Plan for Collaboration and Action, to support the health and well-being of all Halton residents, and to deliver integrated client-centred human services.

The 2019 budget includes base budget provisions in commitment to support the safety and well-being of all Halton residents. This includes the continued base budget of \$200,000 for the Older Adults Property Tax Deferral policy as part of the Halton Region Older Adult Plan (HOAP), \$630,000 for the Food Voucher program, an increase of \$86,000 from the 2018 budget, \$520,000 for the SPLIT (Subsidized Passes for Low Income Transit) program, a reduction of \$60,000 from the 2018 budget to align with trends and \$175,000 for the Recreation program, an increase of \$25,000 from the 2018 budget based on demand.

Children's Services

The 2019 budget continues to include programs for Children's Services, based on provincial funding, to enhance quality, accessibility, affordability, and inclusivity in licensed child care programs. As shown in the following table, the Ministry of Education (EDU) will provide \$60.1 million in subsidy funding to the Region in 2019. This is a reduction from the 2018 budget as a result of removing one-time funding from the Early Learning & Child Care (ELCC) program of \$2.0 million.

The Region is forecasting to provide 2,701 subsidized child care spaces in 2019 (an increase of 272 spaces from the 2018 Projected) through a Fee Subsidy budget of \$21.9 million. The Special Needs budget of \$10.6 million will support 1,282 children with special needs in licensed child care.

Children's Services (\$000's)			
Program:	2018 Budget	2019 Budget	Change
Expenditures:			
Administration	\$ 7,572	\$ 7,356	\$ (216)
Regional Child Care Centres (RCCC)	2,704	2,850	147
Fee Subsidy	20,569	21,851	1,283
Special Needs	10,449	10,611	162
Community Support	31,614	29,763	(1,851)
Total	\$ 72,907	\$ 72,432	\$ (476)
Funding:			
Ministry of Education (EDU):			
Child Care Expansion Plan (SS-17-17 & SS-17-18)	\$ 6,881	\$ 7,141	\$ 260
Early Learning and Child Care Bi-Lateral Agreement (SS-20-17)	4,719	2,696	(2,022)
EarlyON Child and Family Centres (SS-21-17)	4,149	4,149	-
Wage Enhancement Grant (WEG)	12,485	12,485	-
Fee Stabilization (SS-07-18)	765	765	-
Community-Based Early Years and Child Care Capital Program (SS-09-18)	-	806	806
Licensed Home Child Care (SS-17-18)	352	352	-
Base Program	31,561	31,738	177
Sub-Total	\$ 60,911	\$ 60,132	\$ (779)
Ministry of Children, Community, and Social Services	924	944	20
Other Revenues (RCCC fees)	830	962	132
Net Regional Contribution	10,243	10,395	152
Total	\$ 72,907	\$ 72,432	\$ (476)

Paramedic Services

As outlined in Report No. MO-13-18 (re: Paramedic Services Division Annual Update), over the past 10 years (2008 to 2017) call volumes have increased by 75%. The call volume increase in 2017 was double the annual average experienced in the past 10 years and significantly higher than the call volume anticipated in the Paramedic Services 10-Year Master Plan (MO-14-15). In order to address the rising call volumes and maintain existing service levels, the 2019 budget includes an increase of \$103,700 in the base budget for medical supplies, linen and operating costs for three new stations due to open in 2019, and the strategic investments at an estimated cost of \$0.8 million.

Paramedic Services - \$827,000 The Paramedic Services Master Plan (MO-14-15 re: Paramedic Services 10-Year Master Plan) identifies needs over the next 10 years to support growth and increased demand for services as a result of an aging population. As set out in Report No. MO-13-18, the call volumes increased

10.8% and the number of patients and patient transports increased by 7.7% in 2017, as compared to 2016. For 2019, the following strategic investments of \$827,000 are required to address increasing call volumes and to maintain existing service levels. Of the total investment of \$827,000, \$389,000 is expected to be funded by the Province based on 47% subsidy budgeted in 2019, resulting in a net tax impact of \$438,000.

- **Paramedics - \$678,000** The addition of 4.0 FTE paramedics and 3,946 relief hours is required to meet the increased call volume and convert a 12 hours/day, 7 days/week ambulance to 24 hours/day, 7 days/week ambulance for the new south Milton station. Increased staffing would also address system pressures related to maintenance of response times, population growth, an aging population, and hospital offload delays. The cost will be offset by subsidy revenue of \$319,000, for a net tax impact of \$359,000.
- **Operations Superintendent - \$149,000** Providing adequate supervision of paramedics is an important factor in the division's ability to manage frontline operations and meet health and safety obligations as the employer. The recommended Paramedic to Operations Superintendent ratio is 20:1, and the current ratio in Halton is 24:1. Meeting this recommendation is required to ensure an appropriate number of supervisory staff members are in place to oversee paramedic staff, direct day-to-day-operations, monitor system performance, ensure the health and safety of assigned staff, manage Paramedic Services pressures, and deal with the increased workload and complexity of managing operations 24 hours/day. The cost will be offset by subsidy revenue of \$70,000, for a net tax impact of \$79,000.

Integrated Client-Centred Services and Access to Service

Halton has developed a Customer Service Access Strategy that provides a framework to deliver consistently high standards of services regardless of the service being sought or the method (in-person, phone, and digital) of contact used by the customer. As outlined in Report No. CA-07-17 (Customer Service Access Strategy), this is a high priority for the organization, and Management Committee will be actively engaged in providing strategic oversight of its implementation. Through the 2019 Budget and Forecast, \$800,000 has been incorporated into the Information Technology capital budget to continue to implement any Customer Service Access related initiatives. This is a major focus of the Region's digital transformation initiative.

The Region is committed to continuously enhancing customer access to Regional services and continues to actively engage with the non-profit sector to expand services available, particularly to Halton's vulnerable population. The 2019 budget provides the following strategic investments:

- **Halton Region Community Investment Fund (HRCIF) - \$300,000** The HRCIF provides funding to non-profit human service programs which support the health, safety and well-being of Halton residents. In 2018, this included grants, initiatives and programs to support positive mental health, provide access to housing and prevent eviction, support the well-being of children, youth and older adults, increased access to food, and small capital grants. A further enhancement to the HRCIF will enable it to continue to respond to emerging priorities arising through community safety and well-being planning (CSWB) in partnership with the CSWB System Leadership Group.
- **Human Services Planning and Program Support - \$222,000** The Human Services Program Support Analysts are required to strengthen the department's ability to move more toward integrated human services planning and program delivery. Resources are necessary in the areas of business and program analysis; program design; data management, analytics and research; assessment of federal and provincial policy initiatives; and liaison to key interdisciplinary tables. The 2 Analysts will be key to the Social and Community Services Department's multi-tier service model, digital strategy, and approach to information management. The cost will be offset by subsidy funding of \$222,000, requiring no net Regional impact.
- **Client Support Workers – Adult Day Program - \$156,000** Halton Region has been providing Adult Day Programs since 1988, and they are essential in the health care continuum for older adults. The Mississauga Halton Local Health Integration Network (MHLHIN) is responsible for assessing community health

care needs and funding services. These permanent positions correspond to increased subsidy funding to the Region and are required to meet MHLHIN's performance deliverables and client safety ratios. The MHLHIN conditions for this funding include providing a 4:1 client to staff ratio, with a minimum of 2 staff members per shift. This investment will be mostly offset by subsidy funding of \$151,000 for a net tax impact of \$5,000.

- **Registered Nurses (RN) - \$318,000** Increasing medical complexities of the Long-Term Care resident population require enhanced quality of care. The Ministry of Health provided funding to increase the registered staff hours in 2018. RNs also play a critical role in providing timely clinical assessments, skilled nursing care, and anticipatory management of residents' changing conditions. RNs are responsible for developing resident care plans and the implementation of physician ordered treatment plans. The cost will be offset by subsidy revenue of \$318,000, for no net Regional impact.

Governing for the Future

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

The 2019 Budget and Business Plan includes a 10-year capital plan at a projected cost of \$4.3 billion. Of the \$4.3 billion, \$2.2 billion is projected to address growth infrastructure needs, and \$2.1 billion to address the State-of-Good-Repair Capital Program for existing infrastructure. The following outlines the Region's Corporate Asset Management Plan that drives the 10-Year State-of-Good-Repair Program.

Asset Management Plan

In 2006, an overall vision for a comprehensive asset management program was formalized and communicated. Halton Region's asset management long-term vision was to integrate asset management with asset financial management. The implementation of this vision began with the development of the tangible capital asset registry completed in 2009 to comply with new financial reporting requirements issued by the Public Sector Accounting Board (PSAB) (reports CS-31-06, CS-45-07, CS-52-07, CS-17-10). The benefit of the asset inventory is that Halton Region now has the best available information about the stock, use, value and condition of its assets, which serves as the foundation for the development of a long-term sustainable financial plan.

In December 2013, Council approved report PW-55-13/FN-27-13/LPS91-13, which implemented Halton Region's Corporate Asset Management Plan (AMP). Infrastructure assets contained within the AMP include Public Works assets, corporate facilities and government-assisted housing. Part of the 2013 plan was a commitment to annually update the plan and report to Council. The AMP development process laid the foundation for further enhancement opportunities to ensure the best decisions continue to be made regarding the construction, maintenance, renewal, replacement, expansion and disposal of infrastructure assets. The AMP was subsequently updated through reports PW01-15/FN-01-15/LPS01-15 and PW-24-15/FN-39-15/LPS109-15.

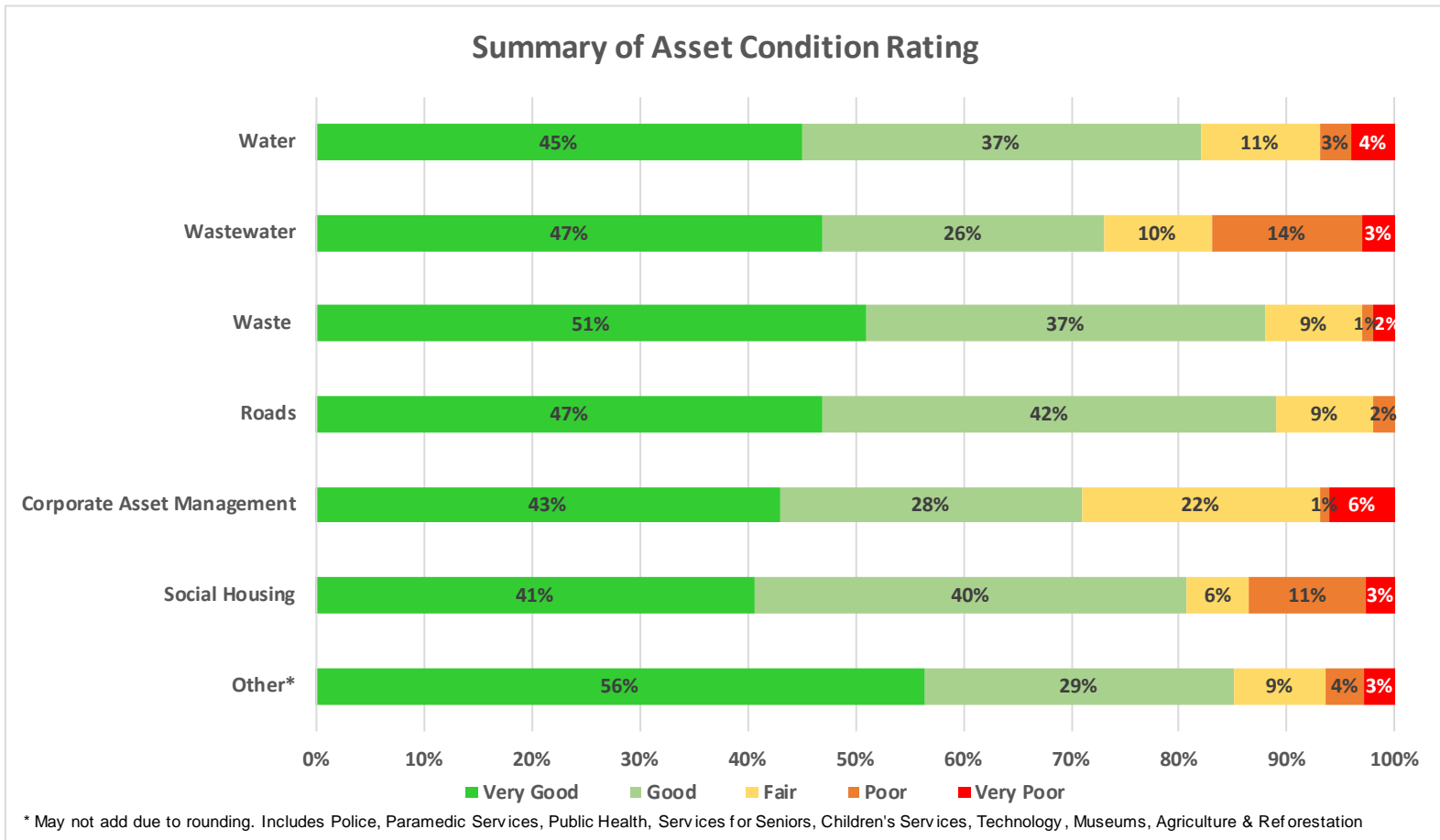
In May 2015, the development and refinement of the Halton Region Asset Management Roadmap Implementation Plan, Final Phase 2 Report was completed for the Public Works Department. The first Strategic Project involved the development and formalization of a public works risk management framework and the definition of customer levels of service and key performance indicators to allow for continuous measurement of the effectiveness of investments and trade-offs in each service area of Public Works.

As part of PW-28-17 (approved in July 2017), the Public Works Asset Management program update outlined the Public Works Asset Management Strategy. The strategy outlined the Public Works' technical levels of service, key performance indicators, lifecycle modelling and asset risk assessment, which resulted in an updated 10-year state-of-good-repair capital program and corresponding financial plan.

The 2018 budget and forecast reflected this updated capital and financing plan and is further refined as part of the 2019 budget and forecast. The next step in the Public Works Asset Management Roadmap is to develop the optimized decision making process to be implemented as part of a future budget and forecast.

In addition to the works discussed above, on January 1, 2018, O. Reg. 588/17 came into effect. As reported through FN-24-18 re: Asset Management Planning Regulation (O. Reg. 588/17), the purpose of O. Reg. 588/17 is to support a consistent approach to asset management planning across Ontario. Halton Region's asset management practices have evolved throughout the years and staff are working to review and align existing practices with the new regulation requirements.

As part of this review, the Region updated the condition rating as shown in the graph below for all Regional assets to be consistent across all service areas. Asset conditions should be objective and repeatable, and are typically expressed as ratings. The Region's condition gradings align to the National Standard ranging from 1 (the asset is in a very good condition) to 5 (the asset is in a very poor condition).



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

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

be greater than 1, as the amortization expense is based on historical costs, and therefore does not reflect the replacement costs of the assets or changes in standards, technology or legislation. For 2019, projected ratios for Water, Wastewater and Transportation are as follows:

2019 Reserve Contributions for State-Of-Good-Repair vs. Annual Amortization (\$000s)				
	Operating Transfers * (A)	Annual Amortization (B)	2019 Ratio (A)/(B)	2018 Ratio
Water & Wastewater	\$ 102,291	\$ 68,725	1.5	1.4
Transportation	\$ 63,534	\$ 23,027	2.8	2.7

* Includes transfers relating to Gas Tax.

The 2019 operating contributions of \$102.3 million (including interest earnings) for the Water and Wastewater State-of-Good-Repair capital program result in a ratio of 1.5, and the \$63.5 million (including interest earnings) for the Transportation State-of-Good-Repair program result in a ratio of 2.8. 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 mentioned below.

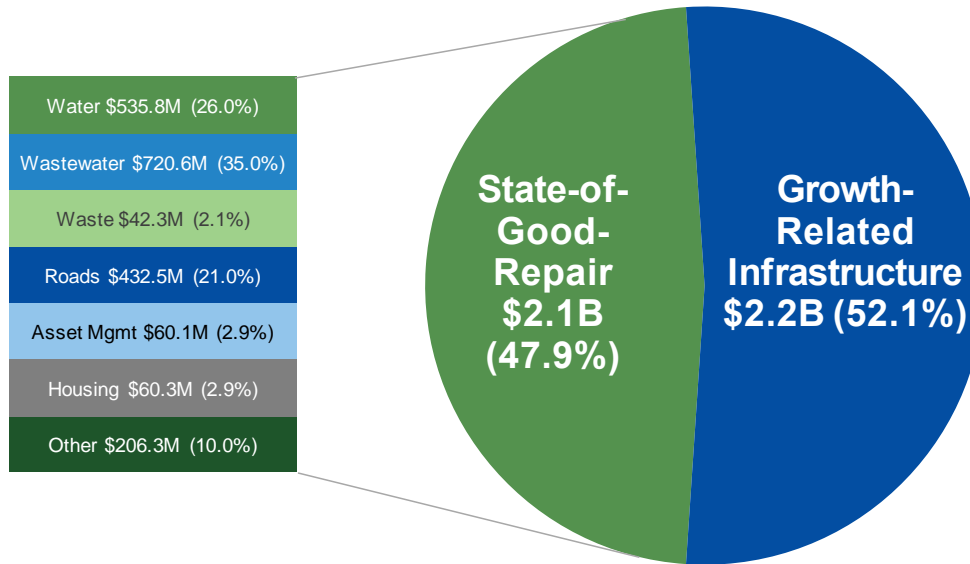
The Region has significant assets particularly in water, wastewater, transportation, and waste management that are highlighted below. As of December 31, 2017, the total book value of these assets was \$5.7 billion. The replacement value of these assets would be significantly higher.

Assets - Book Value (\$Millions)			
	2016	2017	Change
Water and Wastewater	\$ 3,691	\$ 3,871	\$ 181
Roads	1,058	1,091	33
Waste Management	110	111	0
Other*	566	578	12
Total	\$ 5,425	\$ 5,651	\$ 226

* Includes Corporate Facilities, Social Housing, etc

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

2019-2028 Total Capital Expenditures: \$4.3B



State-of-Good-Repair capital program

As shown in the table below, the operating contributions to fund reserves included in the 2019 budget in support of the entire State-of-Good-Repair capital program total \$163.2 million.

Transfer to Reserves (\$'000's)			
	2018**	2019	Change
W/WW*	\$ 81,254	\$ 89,001	\$ 7,747
Roads*	41,263	43,195	1,932
Waste Management	7,081	7,107	25
Sub-Total PW	\$ 129,598	\$ 139,302	\$ 9,704
Corporate Asset Management	4,495	4,875	380
Other***	14,138	13,857	(281)
Sub-Total Non-PW	\$ 18,633	\$ 18,732	\$ 98
Police	5,075	5,211	136
Total	\$ 153,306	\$ 163,245	\$ 9,939

* Excludes Vehicle, IT costs, and interest earnings

** Roads restated to include Road Resurfacing

*** Includes Paramedic Services, Public Health, Seniors, Children's Services, Vehicles and Information Technology

The \$163.2 million in operating contributions to reserves (including gas tax) is a \$9.9 million increase compared to the 2018 transfers driven primarily by a \$7.7 million increase to support the Water and Wastewater State-of-Good-Repair capital program and \$1.9 million increase to support the Roads State-of-Good-Repair capital program. The remaining operating transfers are for Waste Management (\$7.1 million), Corporate Asset Management (\$4.9 million), Police (\$5.2 million), and Other (i.e. Paramedic Services, Public Health, Seniors, Children's Services, Vehicles and Information Technology) of \$13.9 million. In addition to the state-of-good-repair transfers noted above, there are \$18.5 million in net debt charges and a \$7.8 million operating contribution provided to the Regional Housing New Units Reserve. It is projected that the operating contributions will continue to increase throughout the forecast as the Region's infrastructure continues to expand, and the Region continues with a pay-as-you-go financing strategy for its State-of-Good-Repair capital program. The State-of-Good-Repair capital program remains a significant driver of the tax and rate-supported programs throughout the 10-year forecast. The Water, Wastewater and Roads State-of-Good-Repair program is discussed in more detail below.

Further, in order to deliver the growing water and wastewater system capital program, the following strategic investments are proposed for 2019, with no net rate impact:

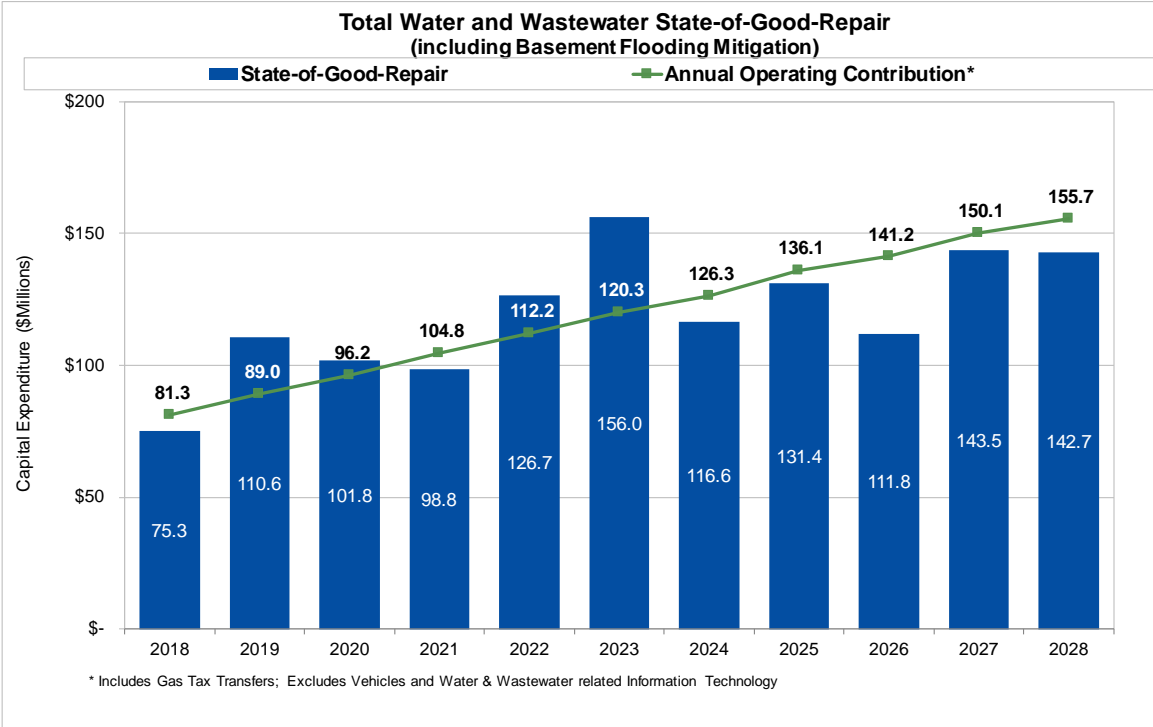
- **Public Works – Construction Ambassadors - \$217,000** The Region delivers significant capital programs that support growth and maintain existing infrastructure in a state-of-good-repair. The Construction Ambassadors will help establish a "one-window" point of contact to improve the customer experience related to Regional capital projects. The cost will be funded from capital recoveries, for no net rate impact.

- Public Works – Engineering Management Office – Senior Project Advisor (SPA) - \$157,000** The Region undertakes significant capital programs to support growth and state-of-good-repair. A new Engineering Management Office, led by the SPA role, will focus on ensuring improved program delivery and improved customer experience. The cost will be funded from capital recoveries, for no net rate impact.
- Water and Wastewater (W&WW) Treatment – Senior Project Advisor - \$155,000** This position will be responsible for the supervision and leadership of a diverse group of operational technical staff, and will provide a unified, transparent and consistent approach to W&WW treatment plant optimization, data management, benchmarking, key performance indicators (KPIs), compliance information, and operational support. The cost will be offset by reductions in purchased services, for no net rate impact.

Water and Wastewater State-of-Good-Repair Capital

The operating contributions included in the 2019 budget in support of the Water and Wastewater State-of-Good-Repair capital program total \$89.0 million. These contributions are a \$7.7 million increase over the 2018 transfers to support the growing infrastructure base. As discussed above, based on the Region’s pay-as-you-go strategy and increasing asset base, it is projected that the operating contributions will continue to increase throughout the forecast. The State-of-Good-Repair capital program is a significant driver of the rate-supported program throughout the 10-year forecast requiring a 1.7% to 2.5% rate increase each year.

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

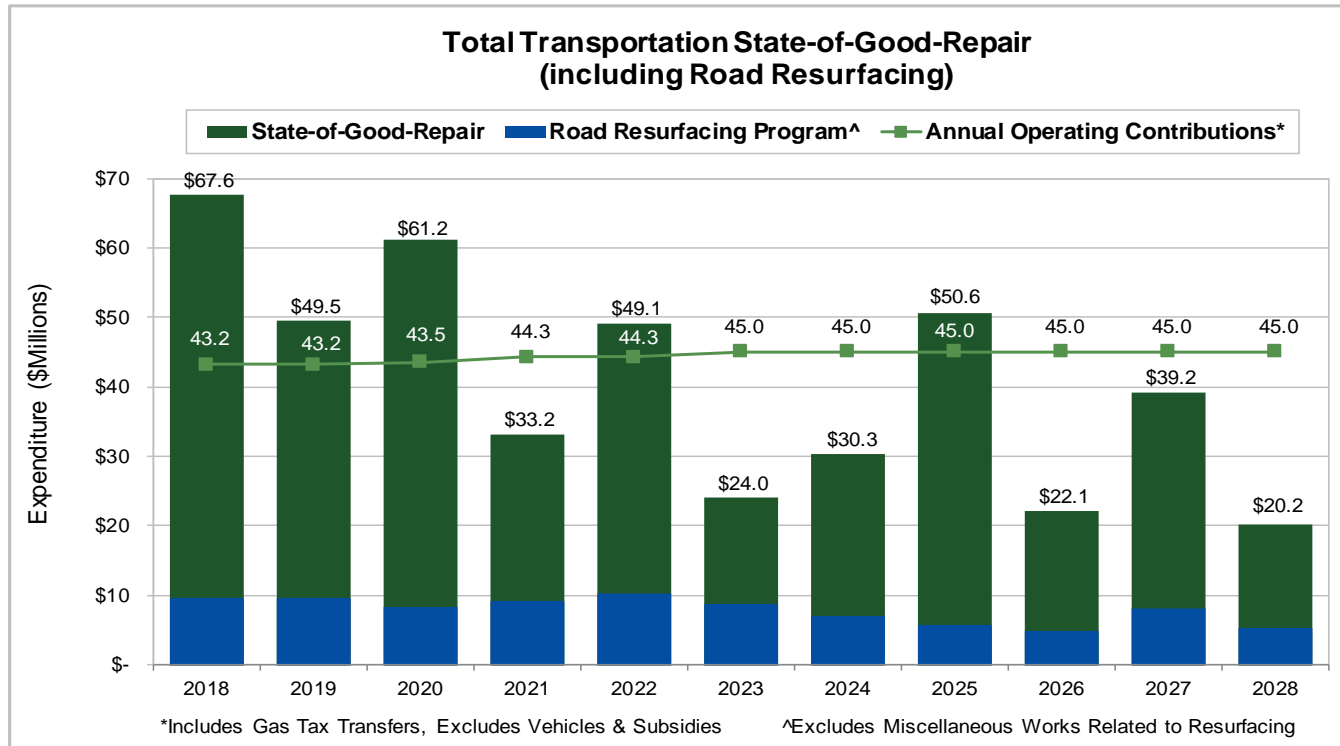


As detailed in the Water and Wastewater Overview section, the 2019 10-year State-of-Good-Repair capital program has increased by \$113.3 million from the 2018 program to a total of \$1.2 billion revised through the annual budget process based on the Public Works' Asset Management Strategy (PW-28-17). As a result, the total operating contributions over the forecast period increases from \$89.0 million in 2019 to \$155.7 million in 2028.

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

Roads State-of-Good-Repair Capital

The 2019 budget includes \$43.2 million in operating contributions to support the Roads State-of-Good-Repair Capital Program, including roads resurfacing which has been moved from the operating budget to capital budget in order to better align the delivery of the state-of-good-repair renewal/rehabilitation with other capital initiatives. The \$43.2 million includes operating transfers to reserves (including Gas Tax) of \$35.2 million for roads capital projects and \$8.0 million for road resurfacing (excluding related miscellaneous works). The \$43.2 million of operating transfers is a \$1.9 million increase from the 2018 budget. The additional \$1.9 million contribution is provided from a \$1.3 million increase in the operating base budget, and \$659,000 in Federal Gas Tax funding (FN-38-18 – Federal Gas Tax Update) in order to address rising State-of-Good-Repair needs based on the Public Works Asset Management Strategy (PW-28-17) and updated costs. As detailed in the Tax Overview section, the 2019 10-year Roads State-of-Good-Repair capital program totals \$432.5 million (\$379.4 million without subsidies).



State-of-Good-Repair operating program

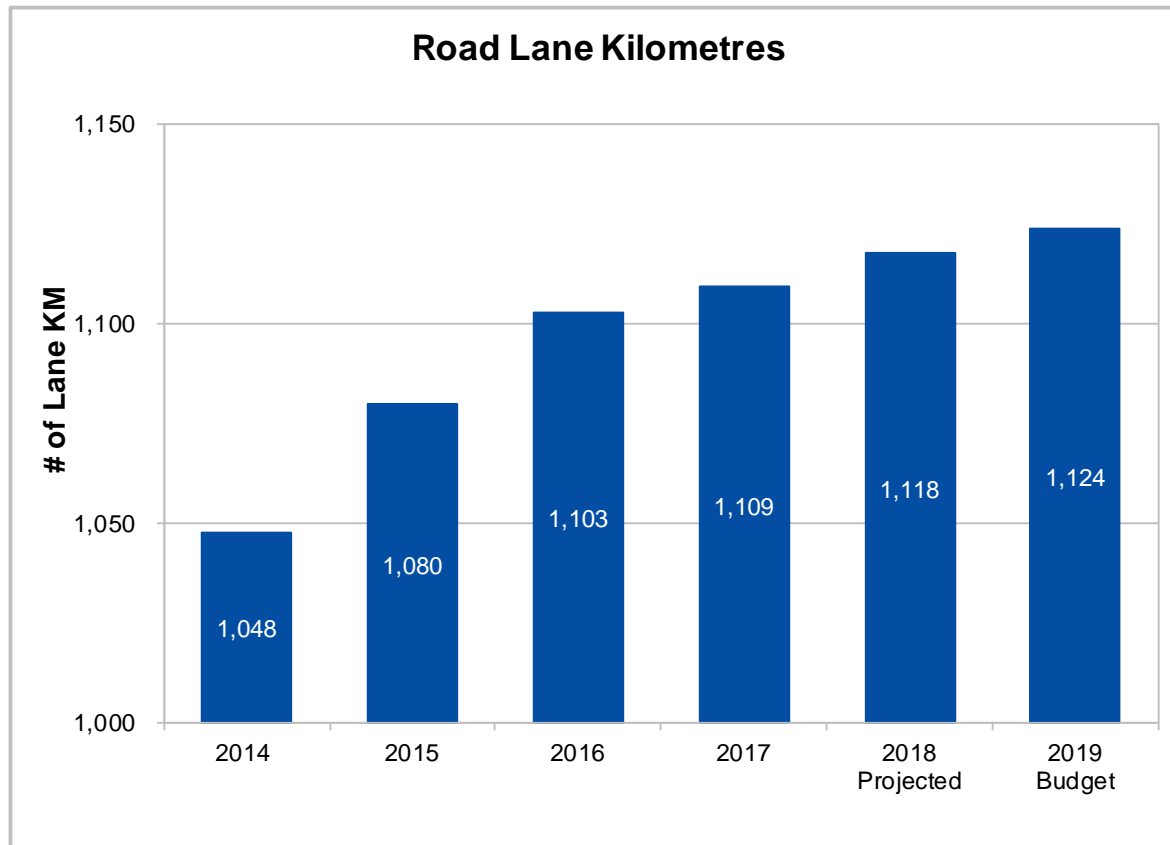
Water and Wastewater Maintenance

The 2019 Rate-Supported Operating Budget provides \$19.9 million for the ongoing repair and maintenance of the water and wastewater system, which is an increase of \$252,000 or 1.3% from the 2018 budget, and includes inflationary increases mitigated with increased program efficiencies and a reallocation of resources. Throughout 2018 and continuing in 2019, staff are enhancing the planning and delivery of the Plant Maintenance program in order to provide an optimum maintenance mix that includes reliability-centered maintenance that will help efficiently and effectively realize the maximum value of the Region's water and wastewater assets. Savings and efficiencies have been identified through reducing reliance on external contractors and bringing more maintenance in-house. In-house maintenance staff are better able to assess the status of assets and deliver a high level of service because of their specialized familiarity with Halton equipment and operating conditions, gained through experience and training. Further, in order to maintain existing service levels for the growing water and wastewater system, the following strategic investment of \$226,000 is proposed for 2019, with no net rate impact:

- **Water and Wastewater (W&WW) Treatment – Operations Support Coordinators - \$226,000** Additional staff are required to support maintenance activities. These positions are required to ensure that certain levels of customer service are delivered and that asset maintenance needs are met. The cost will be offset by equivalent reductions in purchased services, for no net rate impact.

Road Maintenance

In addition, the 2019 Road Operations budget includes a total of \$12.8 million, an increase of \$777,000 from the 2018 budget, in road maintenance contracts with the local municipalities and Regional contracts to address growth in the Regional road network and additional maintenance costs including winter control. Also included in this is an additional \$100,000 for 3 new red light cameras, bringing the total number of red light intersections to 20. A major driver of the increased road maintenance costs is the increase in lane kilometres to support growth in the Region. Between 2014 and 2018, the Region's transportation network system has been in a state of accelerated growth with an estimated increase of 70 lane kilometres. The following table shows the growth in the Regional road network over the past several years.



The Region contracts the repair and maintenance of Regional Roads to the local municipalities through the Regional Road Maintenance Agreement. As discussed in Report No. PW-14-17 (re: Regional Road Maintenance Agreements), between 2016 and 2017 the Region and local municipalities undertook a review of the administration of the agreement in order to identify opportunities to streamline and achieve efficiencies. The review resulted in recommended changes which will significantly streamline billing and administration of the agreements and release capacity for more value added activities related to road maintenance. The Region and the local municipalities have implemented the recommended changes for a one-year trial period, which will end mid-2019, at which point the agreements will be amended to incorporate the changes with no expected financial impact in the budget.

Corporate Facilities and Social Housing

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

Corporate Facilities State-of-Good-Repair

The 2019 budget includes \$4.9 million to support the corporate facilities State-of-Good-Repair capital program, an increase of \$0.4 million from the 2018 budget. The BCAs completed in 2017 continue to inform the 2019 budget, as detailed in the Tax Overview section below. The 2019 Corporate Facilities 10-year State-of-Good-Repair capital program totals \$74.3 million, with \$4.0 million in 2019.

Social Housing State-of-Good-Repair

In 2018, the Region undertook BCAs for 54 social housing properties in Halton, representing 3,790 units, including HCHC-owned housing assets as well as the assets of service providers. In order to ensure that Halton is financially sustainable in meeting the capital requirements of the Social Housing providers over the next 25 years, staff reviewed the results of the BCAs and developed a social housing capital needs financing plan in 2018. The BCA identified priority ratings of the building systems and components ranging from 1 - (Essential), 2 - (Necessary High), 3 - (Necessary Medium), 4 - (Necessary Low), and 5 - (Desirable). The analysis indicated that the overall housing stock was in good condition and there is sufficient financing to account for expenditures in ratings 1 – (Essential) and 2 – (Necessary High) with no additional investment required prior to the next BCA study in 5 years' time. However, on an individual provider basis, there are 6 providers that could result in unfavourable reserve balances given the capital needs identified in the BCA's. Staff will undertake a detailed review of these 6 housing providers which will involve on-site visits of the properties by the Region's Asset Management staff and discussions with property managers regarding their capital spending needs to keep their priorities in a state-of-good-repair. Any additional funding required will be the responsibility of the Region. The Region will continue to closely monitor the annual capital funding requirements of the social housing providers to ensure the housing stock is maintained in a state-of-good-repair.

Corporate Facilities Maintenance

The 2019 budget continues to provide \$1.4 million for ongoing building maintenance activities for corporate facilities. In addition, the 2019 budget includes the following strategic investment in support of the growing facility maintenance program:

- **Asset Management – Project Manager I & Project Manager III - \$256,000** Asset Management has seen a significant increase in demand for services. Capital replacement requirements continue to grow as building components age and new assets are added to the Region's portfolio. The project group provides project management services for all new and state-of-good-repair capital projects for Regional and HCHC facilities as well as new HRPS facilities. To respond to an increase in number of facilities and the demands of the state-of-good-repair program, there is a need for these additional positions.

Maintaining Financial Sustainability

The Region continues to closely monitor funding sources and financing strategies to maintain long-term financial sustainability over the next 10 years. Some of these measures were adjusted in the 2019 budget to ensure continued financial sustainability as follows:

Sustainable Rate Revenue

The Region's priorities include maintaining the Region's strong long-term financial position. As part of achieving this priority, the Region needs to ensure that the water and wastewater rate structure meets objectives of fairness and promoting water conservation. Also, the key to maintaining the Region's strong financial position is financially sustainable revenue to ensure ongoing water and wastewater services and infrastructure investment.

Consequently, the Region implemented the results of the Rate Revenue Review in the 2017 Budget and Business Plan, including adjustments to projected water consumption from 54.8 million m³ to 52.9 million m³ to reflect the declining trend in actual consumption, implementing a uniform rate structure and phasing out the wastewater cap by 2020 for billing purposes. The 2019 budget continues with these parameters including anticipated consumption of 52.9 million m³. To maintain

fiscal sustainability within the rate program, the 10-year operating forecast will reflect declining consumption as noted in the Water and Wastewater Overview section.

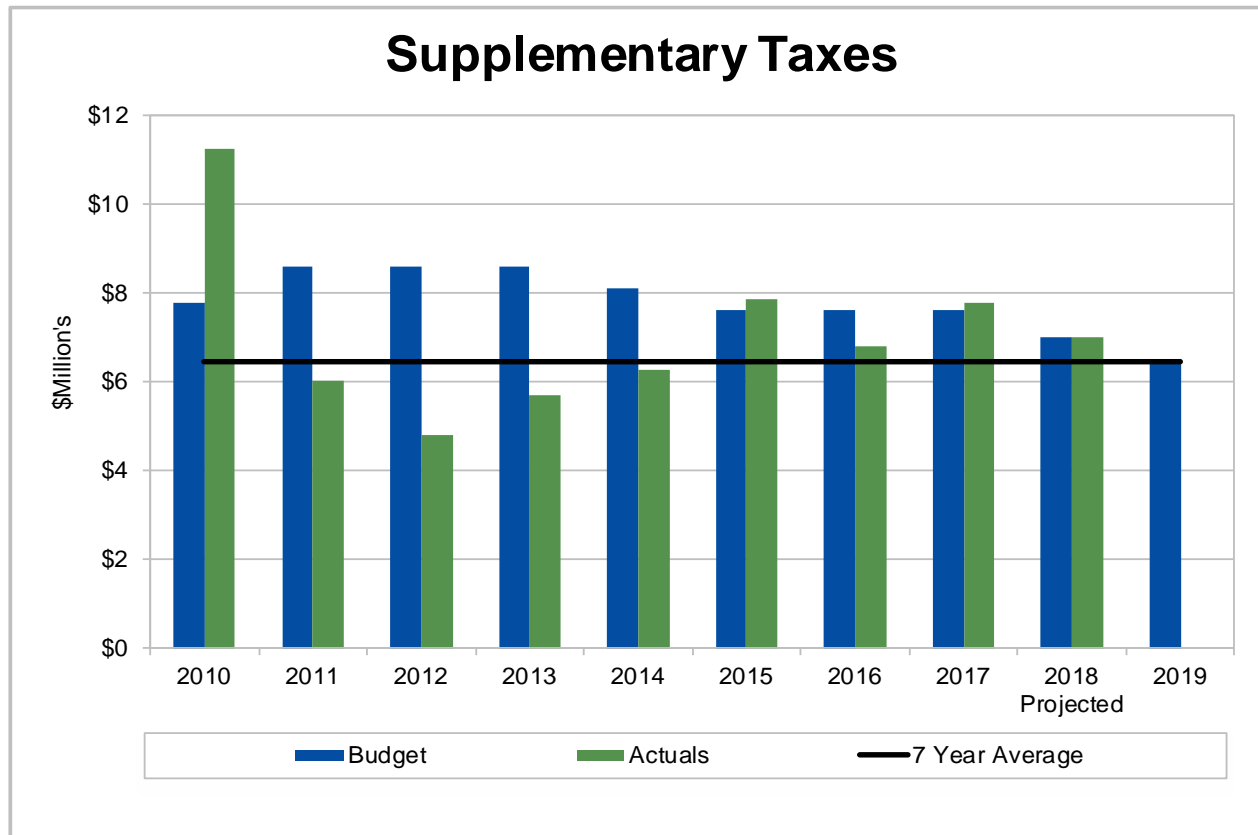
Long-Term Water Meter & Billing Strategy

As set out in Report No. PW-18-18/FN-25-18 (re: Long Term Water Meter Strategy), over the course of 2017-2018, with the assistance of EMA Canada Inc., staff undertook a comprehensive review of the meter program and developed a Long Term Water Meter Strategy. Based on this comprehensive review, it was determined that a Region-wide Advanced Meter Infrastructure (AMI) system would best suit Halton Region's long-term meter program objectives and leverage technology to provide a reliable, accurate and cost-effective customer service focused water metering program. Staff are in the process of developing a detailed implementation plan for the installation of a Region-Wide AMI system, which will be brought forward to Council in 2019. With Council's approval, the AMI system implementation is anticipated to begin in 2020 and will provide benefits including revenue protection, improved operational efficiency, enhanced customer service, improved distribution system performance monitoring and environmental benefits, positioning Halton well for the future and leveraging new technology to meet current and evolving needs of Halton and its residential and Industrial, Commercial and Institutional customers.

In addition, the Region has nearly completed the replacement of the existing 12,500 small pulse meters (12mm to 25mm) and applicable large meters (40mm to 250mm) to ensure that all customers are billed accurately for the amount of water consumed, with the replacement expected to be complete in 2019. Furthermore, a proactive maintenance program for large meters (40mm and greater), which began in 2017, will continue, prolonging the life of the meters and ensuring that the proper volume of water is being recorded. Based on the results of meter testing, the meter replacement program will be optimized to ensure that larger meters are scheduled for replacement when their accuracy in measuring volume degrades.

Supplementary Tax Revenue

Supplementary tax revenue is generated from additional assessment. Supplementary tax revenue is difficult to predict as this is dependent on the number of properties assessed by the Municipal Property Assessment Corporation (MPAC) and the level of growth within each of the local municipalities. For these reasons, many municipalities choose not to budget or budget conservatively for supplementary tax revenue as a recurring source of revenue. The supplementary tax revenue budget has been reduced by \$500,000 to \$6.5 million in order to reflect the actual average revenues over the past 7 years (2011-2017). Staff will continue to monitor supplementary tax revenue to determine whether any further adjustment needs to be made in future budgets.



Tax Write-Offs

In recent years, owners of commercial and industrial properties have challenged the property assessment values as returned by MPAC through appeals to the Assessment Review Board (ARB). As a result of successful appeals between 2013 and 2017, the cumulative current value assessment (CVA) loss on commercial and industrial properties amounted to \$2.7 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 2013 to 2017, there are over 140 commercial and industrial properties in Halton Region that are currently under appeal with a CVA greater than \$15.0 million. To demonstrate the magnitude of risk, the total CVA under appeal pertaining to these properties for just the 2017 taxation year is \$4.8 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.

As a result, the Region has noted an increase in actual tax write-offs in recent years. The 7-year average actual tax write-offs have been \$4.7 million, as compared to the 2018 budget of \$4.4 million. Accordingly, the 2019 budget for tax write-offs has been increased by \$405,000 to \$4.7 million, to more closely reflect the 7-year average. Staff will continue to monitor tax write-offs to determine whether any further adjustments need to be made in future budgets.

Investment Income

The 2019 budget continues to include \$55.0 million of investment income as a source of revenue, which represents a significant source of funding for Halton's state-of-good-repair and operating budget. Of this revenue, \$43.0 million will be used to finance the Region's State-of-Good-Repair capital programs and \$12.0 million will support the tax (\$8.4 million) and rate (\$3.6 million) supported operating programs, unchanged from the 2018 budget. As discussed in Report No. FN-30-18 (re: Investment Performance to August 31, 2018), achieving the target investment earnings from interest revenues alone remains challenging due to continued low investment yields in the market. The target budget has been achieved through capital gains generated as a result of the Region's active investment portfolio management. While the Region benefits from realizing capital gains on the investment portfolio, these revenues are one-time in nature and do not form part of the annual operating budget. Staff will continue to monitor investment earnings to determine whether any adjustment is required in future budgets.

Provincial Subsidies

The 2019 budget includes \$178.3 million of provincial subsidies, a decrease of \$2.1 million from the 2018 budget. This decrease is driven by reduced funding for:

- (\$3.5 million) decrease in Housing Services mainly due to removal of one-time funding of \$2.1 million for the Investment in Affordable Housing – Social Infrastructure Fund (IAH-SIF) and \$1.7 million for the Investment in Affordable Housing - 2014 Extension (IAH-E), partially offset by increase in CHPI funding (\$645,000).
- (\$1.6 million) decrease in Clinical Health Services due to transfer of North Halton Mental Health Clinic (NHMHC) services to Halton Healthcare Services effective April 1, 2018 (\$1.8 million).
- (\$759,000) decrease in Children's Services mainly due to removal of one-time funding in ELCC (\$2.0 million) (SS-20-17) partially offset by subsidy increase for Child Care Expansion Plan Year II (\$400,000) and capital investment (\$800,000).

These subsidy reductions are partially offset by:

- \$1.3 million increase in Services for Seniors for changes in Case Mix Index, funding increase for Adult Day Services enhancements (\$150,000), and additional Registered Nursing funding to address complex client needs (\$318,000).
- \$1.1 million increase in Employment & Social Services for OW benefits subsidy.
- \$939,000 increase in Paramedic Services to support program growth (\$550,000) and strategic investments (\$389,000), which include 4.0 FTEs Paramedics, 3,946 relief hours and 1.0 FTE Operations Superintendent.
- \$520,000 increase in Public Health based on a 3% subsidy increase approved in 2018.
- \$222,000 increase in Quality & Service Integration for delivery of integrated human services.

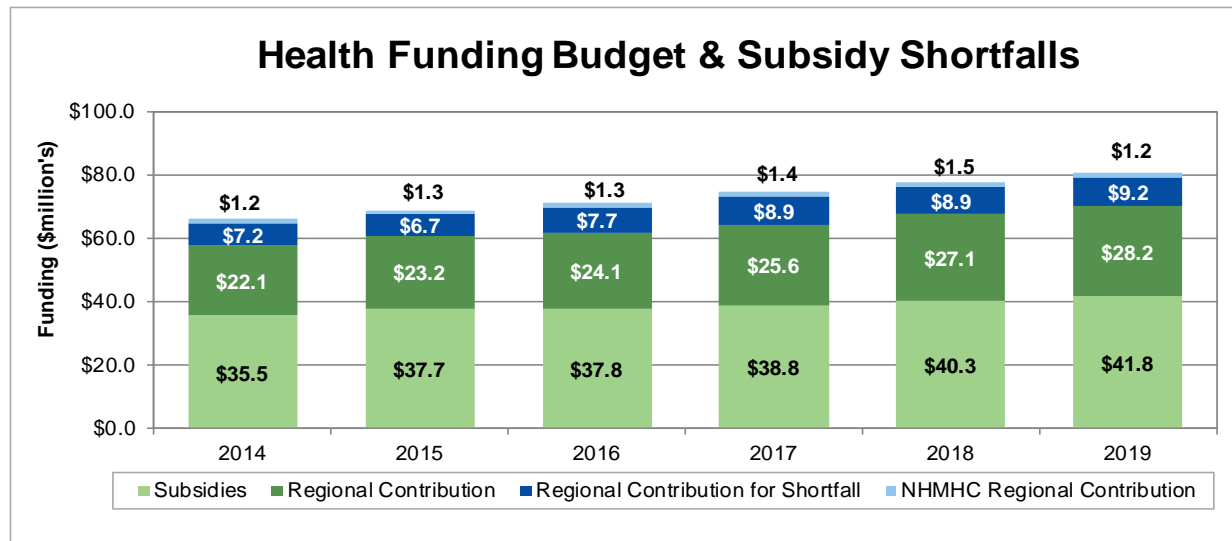
The subsidy budgeted for many programs does not keep pace with the increase in cost and demand for the services. Halton is one of the fastest growing communities, and despite growing program needs, the public health subsidy, in particular, has not kept pace with program costs for many years. The budgeted subsidy increase for 2019 of \$542,000 in Public Health primarily reflects the one-time 3% base-subsidy increase approved in 2018. A 0% increase is anticipated in 2019 for all other Public Health programs. This is in line with the Ministry of Health and Long-Term Care (MOHLTC) communication to Public Health Units to plan for 0% funding growth in 2019. Accordingly, provincial funding for Public Health programs continues to be projected at a 0% increase in the 2019 Budget and Forecast, resulting in continued program pressures.

As shown below, the 2019 Health Department's budget is funded based on 53% funding from the Province and 47% from the Region, which is funded from property taxes. For the provincial funding, a total of \$41.8 million has been included in the budget, consisting of \$22.9 million for Public Health and \$18.9 million for

the Paramedic Services program. The 2019 budget reflects the transfer of the North Halton Mental Health Clinic and the North Halton Child and Youth Psychiatry Programs to Halton Healthcare in 2018. The following table breaks down the total grant funding received, as compared to the expenditures included in the budget for the purposes of outlining the actual cost-sharing ratios. The Health funding shortfall from the province is estimated at \$9.2 million in 2019.

Health Department Subsidy												
\$000s	Expenditure Budget			Subsidy Budget						Anticipated Shortfall (\$)		
	2018	2019	Change	2018		2019		Change		2018	2019	Change
Public Health	\$ 37,955	\$ 38,946	\$ 991	\$ 22,385	59%	\$ 22,928	59%	\$ 542	2%	\$ 7,703	\$ 7,944	\$ 241
Paramedic Services	38,400	40,237	1,837	17,963	47%	18,903	47%	940	5%	1,237	1,216	(21)
Subtotal	\$ 76,355	\$ 79,183	\$ 2,828	\$ 40,349	53%	\$ 41,830	53%	\$ 1,482	4%	\$ 8,940	\$ 9,161	\$ 221
North Halton Mental Health Clinic	3,307	1,214	2,093	1,850	56%	-	0%	(1,850)	-100%	1,457	1,214	(243)
Total	\$ 79,662	\$ 80,397	\$ 4,921	\$ 42,199	53%	\$ 41,830	52%	(\$368)	-1%	\$ 10,397	\$10,375	(\$22)

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



Growth-related Infrastructure Financing

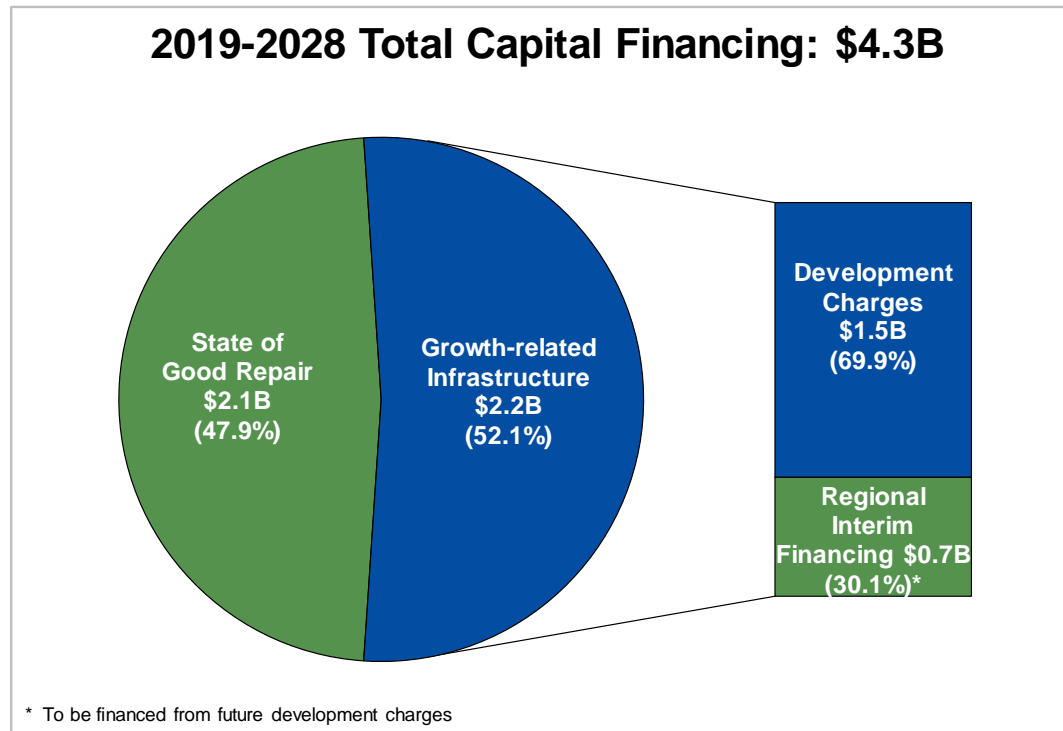
A key principle in accommodating the Region's growth-related capital infrastructure program is that existing taxpayers are not affected by the cost of growth-related capital requirements or the risks related to financing these costs. To achieve this objective while accommodating provincial growth targets, Council requires

a financing plan be approved prior to the accommodation of new growth. In 2012, Council approved the 2012 Allocation Program through Report No. CS-20-12 (re: Development Financing Plan) which released residential growth of 14,407 Single Detached Equivalents (SDE's) in Halton between 2012 and 2018, without financial impact to the existing taxpayers. Further, the Region is currently planning for the next development Allocation Program based on the same principle.

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

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

The Region's 2019 10-year capital program totalling \$4.3 billion incorporates \$2.2 billion of growth-related infrastructure. Consistent with the previous budgets, the 2019 10-year growth-related capital plan has been prepared based on the principles and financial measures established under the current Development Financing Plan (CS-20-12). Under this plan, the growth-related programs are financed based on DCs, combined with the Regional interim financing through the Infrastructure Investment Revolving Fund and Tax Capital Reserve for the non-residential share of the costs as shown below.



Organizational Sustainability

Through past budgets, the Region has reallocated resources to priority areas in order to maintain service levels and address pressures, without having an impact on the budget. However, to maintain sustainability within the organization, there are resources identified in the 2019 budget that will provide key leadership roles in maintaining internal controls, data analytics and technical support. These include the following:

- **Purchasing Services & Stores – Senior Purchasing Analyst - \$128,000** The Region provides required services through procured goods and contracted third party services. Procurement practices are changing to meet new market conditions. Several improvement initiatives are planned, including a new system to manage workflow and for enhanced evaluation processes, procedures, and vendor management. Ongoing support for continuous improvement will be required to ensure the Region follows best practices and is in compliance with the Purchasing By-Law.
- **Information Technology (IT) – Project Manager and Business Analyst - \$256,000** Given the increase in IT projects and assessment work, which reflects the organization’s continued commitment to enhance process efficiency through automation, additional resources are required in this area. The new resources will provide support to the digital transformation initiatives, projects identified in the customer service access strategy and other strategic business transformations.

- **Policy Integration & Communications – Digital Media Advisor - \$125,000** The Region's social media presence has grown to more than 22,000 followers, 10,000 downloads of the OneHalton app, 25,000 email subscribers, and 3.1 million annual visitors to halton.ca. To meet service demands, address the Region's *Accessibility for Ontarians with Disabilities Act* (AODA) website requirements, support the organization through a digital transformation, and deliver continuous improvements and enhancement alongside industry best practices, there is a need for an additional permanent Digital Media Advisor.
- **Business Planning & Corporate Initiatives – Data Analytics and Management Program - \$283,000** Halton Region collects, analyzes, and distributes data from and to many internal and external sources. How the information is collected, stored and distributed is increasing in variety, including big-data, structured and un-structured data and non-relational databases. A comprehensive data analytics and decision support program to collect, manage, integrate, share and reuse information is required to leverage its value and support the delivery of Halton's strategic priorities, this includes 2.0 FTEs, a Data Strategist and a Data Analytics Specialist.
- **Public Works – Compliance Specialist - \$115,000** To provide additional capacity to the Integrated Management Systems and Quality Assurance Group to undertake quality, environmental, health and safety compliance audits, and ensure that Public Works' operations maintain compliance and quality.

In addition, a number of temporary resources have been funded through provincial programs over the past few years. Given that these subsidized programs are ongoing and to ensure effective delivery of the program, the 2019 budget will convert temporary resources to permanent staffing as follows:

- **Immunization Services – Program Assistants - \$132,000** Immunization Services is responsible for administering vaccines to students in both school-based and community clinics, enforcing immunization legislation, vaccine inventory management and distribution, and inspections of vaccine fridges at health care facilities. To achieve and maintain full compliance with the Ontario Public Health Standards (OPHS), Program Assistants are needed to support information and client record management on a permanent basis. The cost will be offset by reduced purchased services for temporary staff, with no net Regional impact.
- **Harm Reduction – Public Health Nurse - \$118,000** In 2017, the Ministry of Health and Long-Term Care approved \$150,000 in ongoing, 100% funding to support an enhanced harm reduction program. This cannot be achieved without a sustainable staffing plan. The cost will be offset by reduced purchased services for temporary staff, with no net Regional impact.

Human resource planning has been identified as a priority to respond to the changing demographics in the workplace. Halton Region's approach has been comprehensive and has maintained the Region's position as one of the Greater Toronto's Top Employers for the seventh consecutive year. Included in the 2019 base budget is a provision of \$800,000 for the implementation of the review of the employee non-union benefit plan to ensure it remains competitive, and an increase in WSIB reserve contributions of \$300,000 to better align funding with the actuarial study requirements.

Adapting to Climate Change

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

The 2019 budget continues to implement the Region-wide Basement Flooding Mitigation program that provides financial assistance and comprehensive measures to reduce the risk of future basement flooding.

Basement Flooding Mitigation Program

The 2019 budget includes \$136,000 for the Region's ex-gratia grant program and for the Basement Flooding Prevention subsidy program. The ex-gratia grant provides financial assistance in the amount of \$1,000 (per household) to homeowners who require assistance with respect to a public sanitary sewer backup. The Basement Flooding Prevention subsidy program assists homeowners to reduce the potential for future flooding from a backup of the sanitary sewer. In addition, the Region-wide Basement Flooding Mitigation program is well on the way as set out in Report No. PW-40-17 (re: Region Wide Basement Flooding Mitigation Program Update). Through Report No. PW-22-15 (re: Region Wide Basement Flooding Mitigation Study: Final Report and Recommendations), Council approved a high-level strategy to reduce the potential for future basement flooding. This included the voluntary downspout and weeping tile disconnection program that encourages homeowners to complete private side disconnections to help prevent future flooding and the capital program to address system improvements related to wastewater flows.

Based on the work undertaken and lessons learned during the implementation, a number of enhancements have been made to the program with no additional funding required. As set out in Report No. PW-18-16 (re: Region Wide Basement Flooding Mitigation Program), the Basement Flooding Prevention Program has been expanded to increase the financial assistance for the voluntary downspout and weeping tile disconnections and provide subsidies for lateral lining and repair work. To further support this program, the Region also provides a list of qualified contractors to assist homeowners and help safeguard against potential risks from substandard work and poor customer service. The downspout disconnection program has been more targeted to expeditiously and proactively address areas that are known to have a higher prevalence of downspouts connected to the sewer system. The Region continues to invest in the sewer system optimization capital program and flow monitoring to address sources of infiltration and improve system performance thereby further increasing the resiliency of the system to the impacts of future storm events. In addition, an Inter-Jurisdictional Working Group, consisting of Halton Region, the 4 Local Municipalities and 2 Conservation Authorities (Conservation Halton and Credit Valley Conservation Authority), has been established to ensure the collective efforts to adapt to climate change and improve the resiliency of public infrastructure to flooding are well coordinated. Building on the work that has been done throughout Halton Region over the past several years Halton Region's comprehensive Basement Flooding Mitigation Program will continue to result in a more resilient wastewater collection system and mitigate the risk of future flooding. In 2019, staff will continue to target neighbourhoods with the highest potential of directly connected downspouts.

This program is expected to require \$85.3 million between 2016 and 2025 in support of the annual grant for the Basement Flooding Prevention Program (i.e., voluntary downspout/weeping tile disconnections and lateral lining and repair) (\$24.9 million) and the 10-year capital program (\$60.4 million). The 2019 budget includes the ongoing annual grant funding of \$2.3 million and capital project funding of \$6.0 million.

Protecting the Natural Environment

Halton Region has 50% of its geographic space protected in the Regional Official Plan (ROP) as part of the Regional Natural Heritage System (RNHS). The commitment to protecting and enhancing Halton's natural environment is a high priority for the future. The Region is committed to minimizing the impact of its policies and services on the environment.

A number of initiatives approved in prior years in support of this strategic priority have been carried into the 2019 budget and require additional funding provisions as follows:



Waterfront Master Plans

Council approved the Burlington Beach Waterfront Master Plan and the related financing plan in 2015 as outlined in Report No. LPS54-15 (re: Burlington Beach Regional Waterfront Park - 2015 Master Plan) and Report No. LPS59-15 (re: Burlington Beach Acquisition Implementation/Strategy (T5800D)), committing approximately \$51.8 million of Regional investment between 2015 and 2035. The success of the acquisition program along with favourable real estate market conditions has resulted in a shortfall within the land acquisition phase of the capital project (T5800D) and the Green Fund reserves which finances these land purchases. As a result, future financing of the land acquisition is being transferred to the Tax Capital General Reserve. The 2019 Capital Budget and Forecast and related operating transfers has been updated to reflect revised market conditions and to support accelerated property acquisition. The Halton Region Waterfront Parks program was designed to recognize the significant environmental, economic, cultural, and recreational importance of the Lake Ontario (and the Burlington Bay) shoreline to the people of the Region and the Province. The program will provide an opportunity to maximize public accessibility to the Halton Waterfront by increasing the amount of well-distributed public space and a variety of recreational, cultural and tourism opportunities along the Halton waterfront. In addition, the Region continues to move forward with the implementation of the Burloak Waterfront Master Plan as set out in Report No. LPS13-14 (re: Burloak Regional Waterfront Park Master Plan Update) and is well into the process of restoring the natural ecosystem along the shoreline and western boundaries of the park.

Greenland Securement

Through Report No. LPS51-17 (re: Halton Region Greenlands Securement Program: Halton Partners' 2017 Priority Properties), Council endorsed Priority Properties which will continue to advance the objectives of the Greenlands Securement Program. In order to provide sustainable funding for the property securement through the Green Fund reserve, the 2019 budget includes a \$300,000 operating transfer to the reserve. The Region will be undertaking a review of this program in 2019, with any changes in the program parameters to come to Council for approval in 2019.

Alternate Energy Technologies

The Region continues to investigate alternate energy technologies to reduce Regional energy costs and further reduce greenhouse gas emissions. Staff have been monitoring the advancements in light emitting diode (LED) street light technology over the last several years as they provide significant energy and maintenance savings. As set out in Report No. PW-28-16 (re: Region of Halton Street Light Conversion Program), the Region is moving forward with converting the Region's approximately 5,000 existing High Pressure Sodium street lights to LED technology over 5 years (2016-2020) with \$2.5 million required in 2019. Based on the current market trend, the potential energy savings resulting from this program have been estimated at approximately \$500,000 in 2019, which would grow to approximately \$600,000 by 2020 when the conversion has been completed. These savings have been incorporated in the Road Operations budget and forecast to offset the street light hydro cost.

Pollinator Health Initiatives

In Report No. LPS101-17 (re: Pollinator Health Initiatives by Halton Region in 2018), options concerning the Region's support of healthy pollinator environments including corporate opportunities and community focused initiatives were brought forward for Council's consideration. The Region will implement the initiatives in the closed landfill sites and community education opportunities at no additional cost in 2019. The ongoing future initiatives, as set out in report LPS101-17, and the related financial requirements will be addressed as part of the future budget process.

Solid Waste Management Strategy and Master Plan

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

As reported to Council in Report No. PW-12-18 (re: Solid Waste Management Short Term Options), implementation of the recommended short-term options will begin in 2019, and will include undertaking opportunities to decrease the amount of waste material to be managed, employing methods and procedures that will enhance existing landfill operations, and providing more frequent and accessible opportunities for residents to dispose of Household Hazardous Waste. These initiatives have been accommodated in the 2019 operating budget utilizing existing resources, with no net impact. In addition, the 2019 capital budget includes an additional \$2.2 million for the optimization of the Halton Waste Management Site Customer Experience, which will minimize wait times and enhance service at the waste management site. A review of the Halton Waste Management Site's user fees will also be undertaken and a new, simplified fee structure will be proposed for Council's consideration in 2019.

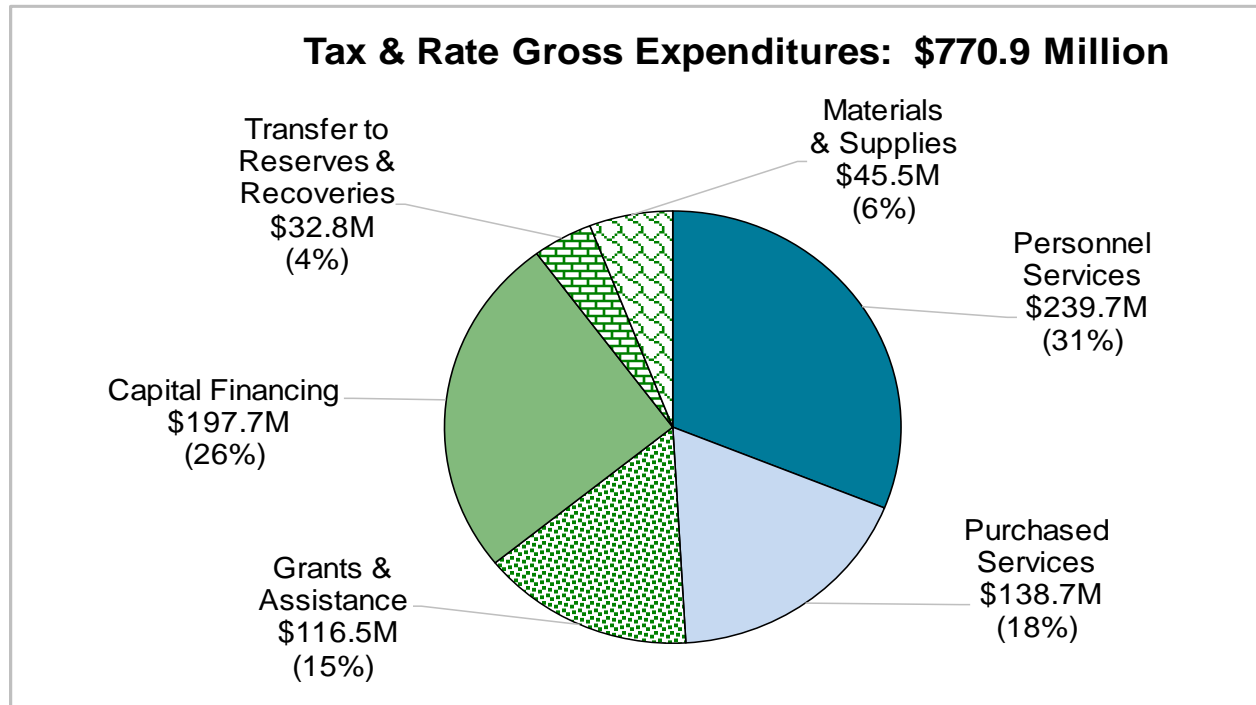
Emerald Ash Borer

The Emerald Ash Borer (EAB) is a non-native invasive insect species to Canada, first identified in 2002, that kills healthy, native North American ash trees. In 2015, Council approved FN-26-15 (re: Emerald Ash Borer Funding Request from Credit Valley Conservation) to address the EAB issue within the Terra Cotta and Silver Creek Conservation Areas in Halton Region. It is estimated that this program will continue to 2022 at a total estimated cost of \$1.5 million.

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 CH 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 2019, it is expected that the Region will fund a total of \$1.4 million from the Tax Stabilization reserve for both CVC and CH EAB programs. The 2019 budget includes \$272,000 of additional operating transfer to replenish the Tax Stabilization reserve.

2019 Budget by Cost Category

The following chart shows the breakdown of the total 2019 Budget Gross Expenditures for Regional tax and rate-supported services of \$770.9 million by cost category. This distribution of expenditures is consistent with the 2018 budget.



The total budgeted compensation for Regional employees is \$239.7 million, accounting for 31% of the total gross operating expenditures (excluding Police Services). The breakdown of these costs is shown in the following table:

**2019 Compensation Summary
Regional Total (Excluding Police)**

	Salary		Fringe Benefits & Other		Total		FTE	Relief Hours
2018 Budget	\$	175,056,780	\$	53,717,940	\$	228,774,720	2,129.1	147,280
2019 Increase		6,411,188		2,418,980		8,830,168	-	-
Subtotal		181,467,968	3.66%	56,136,920	4.50%	237,604,888	3.86%	2,129.1
In Year Adjustments		(1,337,400)		(344,910)		(1,682,310)	(24.7)	11,605
2019 Base Budget		180,130,568	2.90%	55,792,010	3.86%	235,922,578	3.12%	2,104.4
Strategic Investments		3,046,350		778,970		3,825,320	29.0	10,985
2019 Requested Budget	\$	183,176,918	4.64%	\$ 56,570,980	5.31%	\$ 239,747,898	4.80%	2,133.4

As shown above, compensation costs are proposed to increase by \$11.0 million or 4.8%, which consists of an \$8.1 million or 4.6% increase in salaries and a \$2.9 million or 5.3% increase in employee benefits and other items. The 4.6% increase in salaries includes a 2.0% increase in the non-union pay band based on a pay-for-performance merit system, an adjustment in the budgeted percentage of job rate (from 92.03% to 94.21%) to reflect the actual trend, anticipated increases in union agreements, and strategic investments in 29.0 full-time equivalent (FTE) and 10,985 relief hours or \$3.0 million. These salary increases are partially offset by salaries associated with in-year FTE reduction of 24.7, primarily as a result of transferring the North Halton Mental Health Clinic to Halton Healthcare Services.

The fringe benefits and other adjustments primarily relate to benefits associated with the salary adjustments outlined above, as most of the benefits relate to a percentage of salaries. In addition, the 2019 budget includes an \$800,000 provision for the implementation of the review of the non-union employee benefit plan in order to ensure it remains competitive, as discussed earlier.

As noted above, the 2019 budget includes an additional 29.0 FTE staff positions and 10,985 relief hours requested as strategic investments. Of the 29.0 FTEs and 10,985 relief hours proposed, 18.0 FTEs and the relief hours will either be fully or partially funded by subsidies and revenues as follows:

- 2.0 FTEs and 5,689 relief hours will be funded by 100% provincial/federal subsidies with no net Regional impact, in order to provide additional resources to strengthen service delivery (e.g. Integrated Human Services, Registered Nurse – Relief Hours);
- 2.0 FTEs will be mostly funded by Mississauga Halton Local Health Integration Network (MHLHIN) with \$5,000 net Regional impact to meet performance deliverables (e.g. Adult Day Program);
- 5.0 FTEs and 3,946 relief hours will be funded by 47% subsidy in order to provide additional resources to address rising demand in Paramedic Services;
- 9.0 FTEs and 1,350 relief hours will be fully funded by additional revenues or reallocated base budget provisions with no net Regional impact, in order to provide sustainable resources to strengthen Regional service delivery (e.g. immunization services, harm reduction enhancement, water/wastewater senior project advisors, construction ambassadors, operations support coordinators).

The remaining 11.0 FTEs will provide key leadership roles in maintaining internal controls and technical support, requiring additional budget provisions of \$1.4 million.

As discussed in more detail in the Tax Overview section, whenever full-time staff, which provide direct client care in areas such as Paramedics Services and Services for Seniors (i.e. paramedics, personal support workers), are absent from work due to various reasons (i.e. vacation, illness, injury, training), there is a

requirement to replace them with casual relief employees in order to maintain service levels. Starting in the 2018 budget, the hours required for backfilling these positions were budgeted as relief hours, rather than as FTE. The relief resources are budgeted on a number of hours required in order to better reflect the nature of the resource needs. A pool of relief resources will be maintained which will then be allocated based on the number of hours required to provide the appropriate coverage.

The 2019 budget also includes capital financing of \$197.7 million, accounting for 26% of the total gross operating expenditures (excluding Police Services). The breakdown of these costs is shown in the following table:

Capital Financing (\$000s) excluding Police					
	2018**		2019		Change
Transfer to Reserves					
W/WW*	\$	81,254	\$	89,001	\$ 7,747
Roads*		41,263		43,195	1,932
Waste Management		7,081		7,107	25
Sub-Total PW	\$	129,598	\$	139,302	\$ 9,704
Corporate Asset Management		4,495		4,875	380
Other***		14,138		13,857	(281)
Sub-Total Non-PW	\$	18,633	\$	18,732	\$ 98
Total Transfer to Reserves	\$	148,231	\$	158,034	\$ 9,803
Other		41,569		39,658	(1,912)
Total Capital Financing	\$	189,800	\$	197,692	\$ 7,891

* Excludes Vehicle, IT costs, and interest earnings

** Roads restated to include Road Resurfacing

*** Includes Paramedic Services, Public Health, Seniors, Children's Services, Vehicles and Information Technology

As shown in the table above, there is \$158.0 million to support the state-of-good-repair capital program (excluding Police) and \$39.7 million in other transfers primarily related to net debt charges (\$16.2 million), operating contributions provided to the Regional Housing New Units Reserve (\$7.8 million) and other program related transfers (\$15.7 million). As we continue to transition to pay-as-you-go financing, the net debt charges have decreased from 2018 by \$1.9 million.

2019 Budget Risks

The 2019 budget includes a number of potential risks which 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. The following chart highlights some of the major assumptions underpinning the 2019 budget and the sensitivity of these assumptions.

2019 Budget Risks and Sensitivities (excluding Police)				
Key Budget Components	Target Budget	Budget Assumptions	Sensitivities	
			\$ Impact	% Tax/Rate Impact
Tax				
Provincial Subsidies:				
Public Health (excluding NHMHC)	\$22.9 million	2.4% Increase	1.0% change in Provincial subsidy = \$229,000	0.09%
Paramedic Services	\$19.5 million	5.1% Increase	1.0% change in Provincial subsidy = \$195,000	0.07%
Services for Seniors (excluding LTC)	\$4.8 million	2.0% Increase	1.0% change in Provincial Subsidy = \$48,000	0.02%
Services for Seniors (including LTC CMI)	\$31.8 million	4.0% Increase	1.0% change in Provincial Subsidy = \$318,000	0.12%
Children's Services	\$61.1 million	1.2% Decrease	1.0% change in Provincial Subsidy = \$611,000	0.23%
Housing	\$14.1 million	19.9% Decrease	1.0% change in Provincial Subsidy = \$141,000	0.05%
WDO Revenue	\$4.5 million	53.0% recovery of costs	1.0% change in recovery rate = \$79,000	0.03%
Investment Income	\$55.0 million	3.4% Rate of Return	0.1% change in rate of return = \$1.6 million in total investment income	0.60%
Supplementary Taxes	\$6.5 million	Based on 7-year average, Reduced by \$500,000 from 2018	1.0% change in supplementary taxes = \$65,000	0.02%
Tax Write-Offs	\$4.7 million	Based on 7-year average, Increased by \$405,000 from 2018	1.0% change in tax write offs = \$47,000	0.02%
Assessment Growth	–	1.5%	1.0% change in budget (excluding Police) = \$2.7 million	1.00%
Rate				
Consumption Growth	\$130.2 million	0.0% consumption growth	1.0% change in consumption growth = \$1.3 million	0.66%
Customer Growth	\$75.4 million	1.5% customer growth	1.0% change in customer growth = \$789,000	0.40%

2019 Budget and Forecast

Looking forward to 2019 and beyond, global economic conditions continue to be very challenging and present risks to the 2019 Budget and Forecast. While the 2019 budget includes measures to mitigate the risks to the extent possible, the 2019 Budget and Forecast continues to have areas of risk exposure including:

Growth Assumptions

The current economic conditions continue to negatively impact growth in the Region particularly in commercial and industrial growth. Current assessment growth in the 2019 budget is estimated to be 1.5% and the forecast maintains this assumption per year. Any growth realized over or under the provision in the budget (1.5%) will be transferred to or from the Tax Stabilization reserve, on a one-time basis. Moderate growth will also impact supplementary taxes which are budgeted at \$6.5 million (based on a 7-year average including high growth years of 2011 and 2012). Although water and wastewater customer growth is estimated to be 1.5%, the 2019 budget assumes no consumption growth to reflect the continued impact of water efficiency and conservation as detailed in the Water and Wastewater Overview section. Forecast growth assumptions have also been adjusted to reflect the current trend.

Provincial Subsidies

There are risks associated with this funding given the significant financial challenges facing the Province. As discussed earlier, the subsidy budgeted for many programs does not keep pace with the increase in costs and demands for the services. Many programs receive subsidy increases below the rate of inflation and in the case of Public Health, a 0% subsidy increase is anticipated for 2019.

Demands for Services particularly in Social Services and Health Services

There has been an increase in Ontario Works caseload and demands for other Social Services and Health programs including employment assistance supports and grant funding to the community. These increased demands are reflected in the 2019 budget.

Performance of the Region's Investment Portfolio

The Region's investment portfolio is expected to generate \$55.0 million or 7.1% of total revenues in 2019. This is a key source of funding for the Region's state-of-good-repair capital program. Although, interest rates are rising in the short-term, long range forecasts continue to be at historical lows, which continue to make it challenging for the program to generate revenues to support to the \$55.0 million budget.

Growth-related Infrastructure

The 2019 10-year capital plan includes \$2.2 billion of growth-related infrastructure required to support future development. The Water/Wastewater and Transportation infrastructure supporting the 2012 Allocation Program will continue to be implemented between 2018 and 2019, in accordance with the Development Financing Plan (CS-20-12) and the resulting funding agreements established with the participating residential developers. The implementation of the growth-related infrastructure plan beyond the 2012 Allocation Program will need an approved Financing Plan in order to proceed.

Asset Management Plan

The 2019 10-year capital plan includes \$2.1 billion of state-of-good-repair infrastructure, as set out in the Region's Corporate Asset Management Plan (PW-24-15/FN-39-15/LPS109-15). In addition, the Region continues to invest in appropriate asset maintenance activities for both infrastructure and facility assets. The Region's Corporate Asset Management Plan supports decision-making for future investments regarding the construction, operation, maintenance, renewal, replacement, expansion and disposal of infrastructure assets while minimizing risk and cost to the Region and its residents. The Asset Management Plan is currently being refined as part of the Halton Region Asset Management Roadmap Implementation Plan and the focus in 2019 is to continue to work on the optimized decision-making process.

Future Liabilities

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

Cost Increases

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

Regional programs have been very successful in containing their costs and generating savings through operational and process reviews. These initiatives will continue through 2019.

The 10-year forecast has been prepared to reflect updated assumptions for revenues and program costs. The 2019 forecast is largely consistent with the forecast prepared as part of the 2018 budget.

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

The 10-year Operating Forecast has been prepared to maintain the tax impact for Regional services close to inflation. The forecast reflects current services and service levels. Any change in service or service level will impact the forecast. In addition, if general inflation rates increase, the tax impact will also increase. The forecast includes financing plans to address currently identified capital requirements. Any new capital requirements can impact the forecast. The 10-year Operating Forecast prepared for the 2019 budget was based on the following key assumptions:

- General inflation of 2.0%
- Interest on reserves of 3.4%
- Debt financing rate of 5.0%
- Capital expenditures based on financing plan for the Capital Budget
- Assessment growth of 1.5% per year
- Provincial subsidies will maintain current proportionate share
- Water customer growth of 1.2% to 1.5%
- Water consumption growth of -0.9% to 0% (with adjustments in the forecast for declining water consumption)

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**

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
(\$000s)	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Region:										
Net Expenditures	\$ 265,885	\$ 275,987	\$ 286,570	\$ 297,568	\$ 308,752	\$ 320,180	\$ 332,140	\$ 344,534	\$ 357,384	\$ 370,827
Tax Impact (after assessment)	1.9%	2.3%	2.3%	2.3%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%
Halton Regional Police Service:										
Net Expenditures	\$ 155,383	\$ 161,510	\$ 167,868	\$ 174,414	\$ 181,255					
Tax Impact (after assessment)	2.0%	2.4%	2.4%	2.4%	2.4%					
Region Including Police:										
Net Expenditures	\$ 421,268	\$ 437,497	\$ 454,439	\$ 471,982	\$ 490,006					
Tax Impact (after assessment)	1.9%	2.3%	2.3%	2.3%	2.3%					
Assessment Growth Assumption	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%

Tax Budget Forecast as projected in the 2018 Budget

Regional Tax Impact (after assessment)	2.3%	2.3%	2.3%	2.3%	2.2%	2.2%	2.3%	2.2%	2.2%
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The water and wastewater rate forecast has been prepared to maintain the operating cost increases at or below the rate of inflation and to ensure that the funding for the repair and replacement of the water and wastewater infrastructure is financially sustainable.

As shown in the following table, the rate forecast anticipates increases in a range between 3.5% and 3.9%, with over half of the increase (1.7% to 2.5%) required to support the capital expenditure financing to maintain the State-of-Good-Repair capital program. These rate increases are lower than the rate increases projected in the 2018 forecast due to savings in operating expenditures mainly related to hydro due to the participation of 5 treatment plants and a water pumping station in the Industrial Conservation Initiative, which allows eligible facilities to manage their global adjustment costs by reducing demand during peak periods. Since becoming eligible to participate in July, 2017, the Region has been able to defer planned hydro increases in the 2018 budget of \$876,000 and in the 2019 budget of \$350,000. The projected hydro increases in the 2019 forecast have subsequently been reduced to 2.0-3.0% from 5.0% in the 2018 forecast to reflect these savings.

Also included in the forecast is the provision for the declining water consumption trends. The 2017 budget included a reduction in projected water consumption from 54.8 million m³ to 52.9 million m³ in order to reflect the actual average consumption experienced in recent years. Through water conservation efforts and growing environmental awareness, the base, non-seasonal, usage per household continues to decline and is expected to continue to affect the consumption level in the forecast period, although the rate of this trend is projected to decelerate with efficient plumbing and appliances reaching maturity over time. Accordingly, the 2019 10-year rate forecast takes a conservative approach to the consumption projection based on the trends observed in the past four years. Over the past four years (2014-2017), the actual base consumption (with no seasonal usage) has been steadily decreasing, with the average annual household consumption reduced by 4.3% from 227m³ to 217m³. The forecast maintains the current projected consumption (52.9 million m³) for the first half of the 10-year period and reflects a gradual annual decline during the second half reaching 50.5 million m³ (-4.5%) by 2028. Staff will continue to closely monitor the trend and determine whether any further adjustments needs to be made in the annual budget process.

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

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Net Program Impact (\$000's)	\$ 205,631	\$ 214,981	\$ 224,528	\$ 234,479	\$ 244,388	\$ 253,061	\$ 261,944	\$ 271,123	\$ 280,671	\$ 290,593
Annual Water Consumption m ³ (000s)	52,913	52,913	52,913	52,913	52,913	52,421	51,934	51,452	50,974	50,500
Residential Bill (250 m ³ p.a.)	\$ 999	\$ 1,038	\$ 1,078	\$ 1,118	\$ 1,159	\$ 1,199	\$ 1,241	\$ 1,284	\$ 1,329	\$ 1,376
Annual % Rate Increase	3.7%	3.9%	3.8%	3.8%	3.6%	3.5%	3.5%	3.5%	3.5%	3.5%
Rate Impact:										
State-of-Good-Repair	2.5%	2.5%	2.5%	2.5%	2.3%	1.7%	1.7%	1.7%	1.7%	1.7%
Operating Expenses	1.2%	1.4%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%
Consumption Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.5%

Rate Budget Forecast as Projected in the 2018 Budget

Net Program Impact (\$000's)	\$ 206,722	\$ 216,957	\$ 227,469	\$ 238,468	\$ 248,784	\$ 259,376	\$ 269,908	\$ 280,734	\$ 292,044
Annual Water Consumption m ³ (000s)	52,913	52,913	52,913	52,913	52,421	51,934	51,452	50,974	50,500
Residential Bill (250 m ³ p.a.)	\$ 1,004	\$ 1,048	\$ 1,092	\$ 1,138	\$ 1,186	\$ 1,236	\$ 1,286	\$ 1,337	\$ 1,391
Annual % Rate Increase	4.2%	4.3%	4.2%	4.2%	4.3%	4.2%	4.0%	4.0%	4.0%
Rate Impact:									
State-of-Good-Repair	2.5%	2.6%	2.5%	2.5%	2.0%	1.8%	1.7%	1.6%	1.5%
Operating Expenses	1.7%	1.7%	1.7%	1.7%	1.8%	1.9%	1.8%	1.9%	2.0%
Consumption Change	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.5%

2019 Capital Budget and Forecast Overview

The capital program identifies the significant investments in infrastructure that are required to appropriately maintain and replace the Region's existing infrastructure assets (State-of-Good-Repair) and expand the infrastructure to meet the requirements of the growing community (Development). The following table summarizes the 2019 Capital Budget and Forecast, including the Police Services capital program.

2019 Capital Budget & Forecast											
Summary of Total Capital Budget & Financing (\$000s)											
	Gross Cost	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Program Expenditures											
Water	\$ 986,372	\$ 82,204	\$ 127,251	\$ 55,681	\$ 92,665	\$ 201,067	\$ 106,564	\$ 90,280	\$ 125,091	\$ 42,534	\$ 63,035
Wastewater	1,183,694	186,255	82,140	61,564	54,333	173,845	85,151	186,937	122,586	115,859	115,024
Transportation	1,673,272	276,564	242,679	132,748	135,701	95,737	129,148	217,682	118,445	205,670	118,898
Planning	165,961	20,582	29,994	12,470	14,169	13,319	14,949	13,219	22,719	12,020	12,520
Asset Management	74,329	3,916	8,058	3,959	32,847	3,619	3,262	3,707	4,043	4,193	6,725
Waste Management	42,998	3,356	2,050	1,705	2,075	12,226	2,814	15,633	1,335	532	1,272
Information Technology	47,322	5,256	5,098	5,046	3,638	4,601	5,156	4,933	4,051	4,543	5,001
Other Tax	43,738	2,420	2,852	11,050	2,702	4,439	6,287	4,034	3,289	3,311	3,354
Police	80,626	27,243	6,198	5,490	6,025	10,968	4,597	4,687	5,638	5,742	4,038
Total	\$ 4,298,312	\$ 607,796	\$ 506,320	\$ 289,713	\$ 344,155	\$ 519,821	\$ 357,928	\$ 541,112	\$ 407,197	\$ 394,404	\$ 329,867
Financing											
Tax Reserves	\$ 1,172,367	\$ 176,790	\$ 156,261	\$ 103,033	\$ 127,406	\$ 90,118	\$ 95,097	\$ 147,363	\$ 88,553	\$ 115,740	\$ 72,006
Rate Reserves	1,259,091	111,071	103,764	99,915	135,270	157,398	117,729	132,524	112,919	144,388	144,112
Dev't Charges - Resid.	1,561,124	260,742	172,677	80,861	75,158	215,322	129,364	222,273	169,863	129,198	105,667
Dev't Charges - Non-Res.	5,989	611	707	525	675	857	582	583	429	619	400
Infstrctr Invstmt Rvolv. Fnd	227,423	40,470	27,051	4,335	4,602	55,083	14,112	37,326	34,390	3,415	6,639
External Rcvry/Other	63,571	9,365	45,860	1,043	1,043	1,043	1,043	1,043	1,043	1,043	1,043
Debentures	8,747	8,747	-	-	-	-	-	-	-	-	-
Total	\$ 4,298,312	\$ 607,796	\$ 506,320	\$ 289,713	\$ 344,155	\$ 519,821	\$ 357,928	\$ 541,112	\$ 407,197	\$ 394,404	\$ 329,867

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

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

As shown above, the Region's 10-year capital program between 2019 and 2028 is projected at \$4.3 billion. The 10-year program includes \$2.2 billion (50.5%) in rate-supported projects and \$2.1 billion (49.5%) in tax-supported projects. Financing of the 2019 Capital Budget and Forecast is based on Council-approved financing plans.

2019 Capital Budget

The 2019 Capital Budget is \$607.8 million. Of this total, \$268.5 million (44.2%) is for rate-supported services (Water and Wastewater) and \$339.3 million (55.8%) is for tax-supported services including \$276.6 million for the Transportation program.

The 2019 Capital Budget is \$27.0 million higher than previously projected for 2019 in the 2018 budget. This increase is mainly driven by additions to the Transportation capital program (\$22.7 million), increase in the Water and Wastewater Development-related program (\$5.9 million) and an increase in the Burlington Beach land acquisition costs in the Planning capital program (\$6.9 million) offset by the deferral of the Halton Heritage Centre in the Other Tax capital program until 2021 (\$8.0 million).

The following highlights significant projects in the 2019 Capital Budget:

- **\$268.5 million 2019 Water and Wastewater capital program** consists of \$163.0 million for the Development-related program and \$105.5 million for the State-of-Good-Repair (Non-Development) program to address the upgrade/replacement needs.
- **\$163.0 million Water and Wastewater Development-related program** in 2019 is \$5.9 million higher than the 2019 forecast included in the 2018 budget and includes the following:
 - \$24.1 million for Wastewater main (WWM) on 8th Line from 10th Side Rd to 5th Side Rd
 - \$21.8 million for Wastewater Pumping Station (WWPS) on Trafalgar Rd/Britannia Rd
 - \$13.8 million for WWM Hwy 401 Crossing from Steeles Ave to Auburn Rd
 - \$11.1 million for WWM on Trafalgar Rd from Golf Course to Britannia Rd / Trafalgar Rd WWPS
 - \$10.0 million for WWM on Trafalgar Rd from Auburn Rd to Derry Road
- **\$105.5 million Water and Wastewater State-of-Good-Repair program** in 2019 is \$0.3 million higher than the 2019 forecast included in the 2018 budget and includes the following:
 - \$49.8 million for water distribution and wastewater collection systems rehabilitation and replacements, including the \$6.0 million related to the Basement Flooding Mitigation program.
 - \$47.4 million for plants/facilities infrastructure upgrades and replacements, including Burlington Water Purification Plant (WPP) high lift and low lift pump station upgrades, Skyway Wastewater Treatment Plant (WWTP) Secondary Clarifiers #5 - 8 upgrades and digester rehabilitation and upgrade.
 - \$3.4 million for the water meter installation program
 - \$2.9 million for the Supervisory Control and Data Acquisition (SCADA) Master Plan implementation

- **\$276.6 million 2019 Transportation capital program** is \$22.7 million higher than the 2019 forecast included in the 2018 budget mainly due to the road resurfacing program being moved from the operating budget to the capital budget in order to better align the delivery of the State-of-Good-Repair renewal/rehabilitation with other capital initiatives (\$9.7 million), the addition of the design to the Wycroft Road extension including the bridge crossing (\$8.3 million), and increases to Intelligent Transportation System Implementation (\$2.5 million) and the LED Streetlight Replacement Program (\$2.4 million).
 - \$108.5 million for Dundas Street – Widening 4 to 6 lanes from Halton/Hamilton Boundary to Appleby Line (including improvements at Brant St.) and Tremaine Rd to Bronte Rd, Bronte Creek Bridge Between Appleby Line and Tremaine Rd and Grade Separation at Canadian National Railway (CNR) crossing between Appleby Line and Tremaine Rd
 - \$59.8 million William Halton Parkway – Widening 2 to 4 lanes from Old Bronte Road to Hospital Gate, New 4 lane bridge over 16 Mile Creek and New 4 lane road from 16 Mile Creek to Neyagawa
 - \$48.8 million Britannia Road – Widening from 2 to 4 lanes from Regional Road 25 to James Snow Parkway and from 4 to 6 lanes from Regional Road 25 to Highway 407
 - \$10.6 million Roads Resurfacing and Related Works
 - \$8.3 million Wycroft Road Extension – Design of a new 4 lane road between Bronte Road and Burloak Drive, including the bridge crossing

- **\$20.6 million 2019 Planning capital program** is \$6.1 million higher than the 2019 forecast included in the 2018 budget primarily due to the increase in Burlington Beach Land acquisition offset by the deferral of the Burlington Beach construction to 2020.

- **\$3.9 million 2019 Asset Management capital program** is \$0.7 million lower than the 2019 forecast included in the 2018 budget due to extended lifecycle replacement requirements at the Halton Regional Centre and other Regional facilities based on ongoing preventive facility maintenance activities. This program includes ongoing building rehabilitation and upgrade needs for all of the Regional facilities, including the Long-term Care facilities and Paramedic Services facilities based on building condition assessments.

- **\$3.3 million 2019 Waste Management capital program** is \$0.6 million higher than the 2019 forecast included in the 2018 budget mainly due to increased costs for vehicle replacement and design and construction for the Halton Waste Management Site (HWMS) Optimization implementation (PW-12-18).

- **\$5.3 million 2019 IT capital program** is \$0.4 million higher than the 2019 forecast included in the 2018 budget due to investments related to the implementation of the Enterprise WorkForce Management – Paramedic Services, Immunization, Emergency Mass Notification System and Health Electronic Records. This program includes ongoing life cycle replacement of IT assets, including software licensing, software and hardware upgrades/replacements.

- **\$27.2 million 2019 Police capital program** is \$0.2 million higher than the 2019 forecast included in the 2018 budget due to an increase in technology and operating equipment needs offset by reductions in vehicles and facilities.

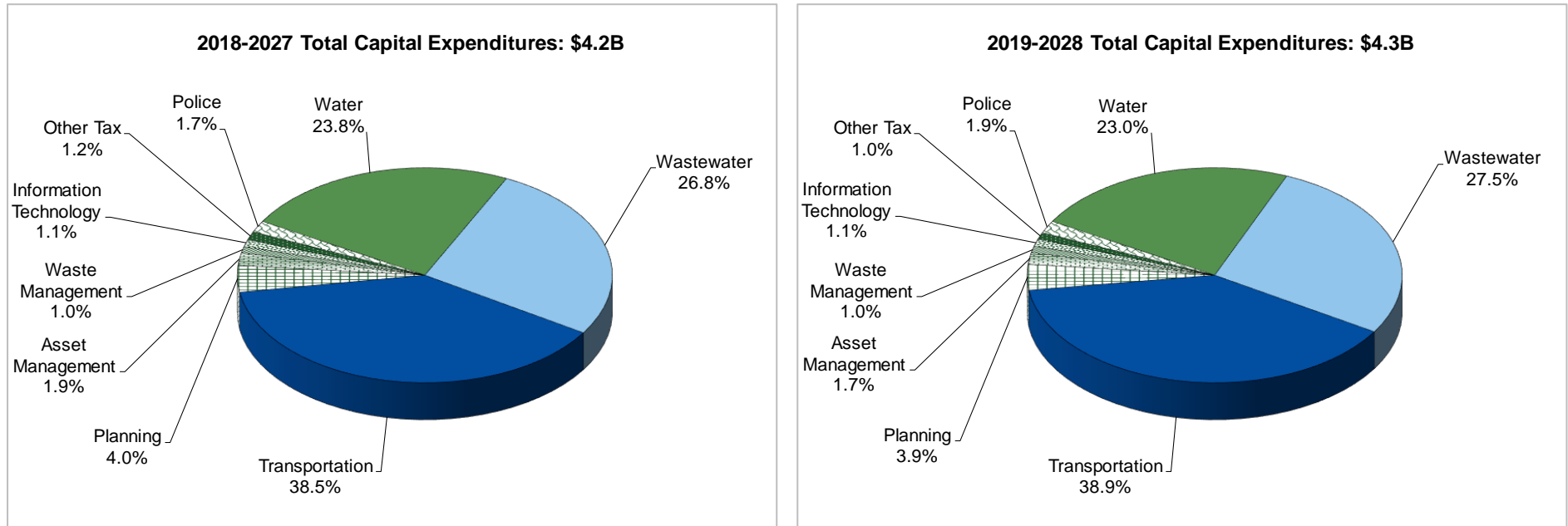
The financing of the capital program is outlined in detail within the Tax Overview and the Water and Wastewater Overview sections of this book. The following are the 10 highest dollar value projects included in the 2019 Capital Budget. These projects total \$329.2 million and account for 54.2% of the 2019 Capital Budget.

2019 Capital Budget & Forecast		
Top 10 Largest Capital Expenditures in 2019 (\$Millions)		
Program	Project Descriptions	Cost
Roads	Dundas Street - Widening - Bronte Road to Halton/Hamilton Boundary (4 to 6 Lanes), and Grade Separation	\$ 108.5
Roads	William Halton Parkway - Widening - Old Bronte Road to Hospital Gate (2 to 4 Lanes) and new 4 lane road Sixteen Mile Creek to Neyagawa Blvd and Bridge	59.8
Roads	Britannia Road - Widening - Regional Road 25 to Highway 407 (2 to 6 Lanes)	48.8
Wastewater	900 mm WWM on 8th Line from 10th Side Road to 5th Side Road (HHGEO)	24.1
Wastewater	1,200 L/s WWPS on Trafalgar Road/ Britannia Road (MIL)	21.8
Tax	1 District - Consolidated Facility	20.7
Wastewater	1050 mm WWM 401 Crossing from Steeles Ave to Auburn Road (MIL)	13.8
Wastewater	1050 mm WWM on Trafalgar Road from Golf Course to Britannia Road / Trafalgar Road WWPS (MIL)	11.1
Roads	Road Resurfacing & Related Works	10.6
Wastewater	1050 mm WWM on Trafalgar Road from Auburn Rd to Derry Road (MIL)	10.0
Total		\$ 329.2

Schedule may not add due to rounding.

10-Year Capital Budget & Forecast

The following charts illustrate the 2019 10-year expenditures compared to the 2018 forecast.



The 2019 10-year Capital Budget and Forecast (2019 to 2028) totals \$4.3 billion, which is \$122.2 million higher than the 2018 10-year program. The increase is mainly due to a \$67.3 million increase in Transportation, a \$113.3 million increase in the Water and Wastewater State-of-Good-Repair program, and an \$8.3 million increase to Police which are offset by decreases in the Water and Wastewater development program (\$59.0 million), and Asset Management (\$3.8 million), as outlined below.

As illustrated, a significant portion (89.4%) of the 2019 10-year program continues to be committed to the Water, Wastewater and Transportation programs. The Water, Wastewater and Transportation 10-year capital program has been updated from the 2018 program based on the Region's infrastructure staging plan review, the Public Works Asset Management Plan (PW-28-17) and cost updates.

- **\$2.2 billion 10-year Water and Wastewater capital program** consists of \$1.0 billion for the Development-related program and \$1.2 billion for the State-of-Good-Repair program (Non-Development).
- **\$1.0 billion 10-year Water and Wastewater Development program** is a \$59.0 million decrease from the 2018 program. The 10-year program includes:



- \$362.0 million to service Region-wide capacity-related infrastructure.
 - \$496.2 million to service Greenfield area related infrastructure.
 - \$83.4 million to service built boundary areas related infrastructure.
 - \$70.6 million for employment land servicing related infrastructure.
- **\$1.2 billion 10-year Water and Wastewater State-of-Good-Repair program** is a \$113.3 million increase from the 2018 program. The 2019 Plan has been prepared based on PW's Asset Management Plan (PW-28-17), and the 10-year state-of-good-repair program will continue to be updated through the annual budget process based on the optimized decision-making process developed under the Public Works' Asset Management Strategy. The 2019 10-year Capital Budget includes:
 - \$341.8 million for water distribution and wastewater collection systems rehabilitation and replacements, including the additional expenditures related to the Basement Flooding Mitigation program of \$41.8 million.
 - \$680.0 million for plants/facilities infrastructure upgrades and replacements
 - \$63.6 million for new water meter installations and replacements
 - \$43.7 million for SCADA Master Plan implementation.
 - **\$1.7 billion 10-year Transportation capital program** consists of \$1.2 billion for the Development-related program and \$432.5 million for the State-of-Good-Repair program (Non-development). The 10-year program in 2019 is \$67.3 million higher than the 2018 program reflecting the road resurfacing program being moved from the operating budget to the capital budget in order to better align the delivery of the state-of-good-repair renewal/rehabilitation with other capital initiatives.

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

- \$182.0 million for Regional Road 25
 - \$176.8 million for Dundas Street
 - \$175.9 million for Trafalgar Road
 - \$144.9 million for Tremaine Road
 - \$123.9 million for Steeles Avenue
 - \$119.8 million for Upper Middle Road
 - \$84.9 million for Roads Resurfacing Program and Related Works
 - \$70.5 million for James Snow Parkway
- **\$166.0 million 10-year Planning capital program** is \$0.3 million lower than the 2018 program mainly due the \$3.8 million decrease in Housing (one-time funding commitment of IAH-E and IAH-SIF funding for Assisted Housing in 2018 (\$4.8 million)) offset by a net increase to the Regional Assisted Housing project (\$1.0 million), and a decrease to the Forest Management Program (\$0.4 million) due to equipment purchases no longer anticipated. This is offset by an increase related to land acquisition for the Burlington Beach Master Plan (\$2.8 million), an increase to LPAT and Other Hearing costs (\$0.9 million), and an increase to ROP Update & Implementation (\$0.2 million).
 - **\$74.3 million 10-year Asset Management capital program** is \$3.8 million lower than the 2018 program primarily driven by extended lifecycle replacement requirements at the Halton Regional Centre and other Regional facilities based on ongoing preventive facility maintenance activities.

- **\$43.0 million 10-year Waste Management capital program** is \$2.1 million higher than the 2018 program mainly due to the addition of the HWMS Optimization Implementation (PW-12-18).
- **\$47.3 million 10-year IT capital program** is \$2.7 million higher than the 2018 program mainly due to maintaining state-of- good-repair infrastructure costs based on lifecycle replacement and new software implementations. The IT program includes the ongoing maintenance of IT assets, including software licensing, software and hardware upgrades/replacements, as well as mobile strategy implementation and new software implementation including the Immunization (Pandora), Health Electronic Records, Emergency Mass Notification System, and WorkForce Management.
- **\$43.7 million 10-year other capital programs** provide Paramedic Services capital requirements to implement the Master Plan (MO-14-15) including stations, vehicles, equipment (defibrillation and power stretchers) (\$23.8 million) and the Long-Term Care facilities equipment replacement program (\$6.5 million). These capital programs are \$8.5 million lower than the 2018 10-year program mainly due to the new Paramedic Stations moving to the construction stage.
- **\$80.6 million 10-year Police capital program** is \$8.3 million higher than the 2018 program due mainly to the inclusion of the increased costs to the LTE Data Network implementation, inclusion of the CAD replacement project, and replacement of the Marine I Search and Rescue Vessel. The LTE implementation includes three main components; the LTE core which is the central point for management of all data flow through the LTE network, the LTE data network consisting of tower-mounted data transmitters, and LTE end-user equipment consisting of in-vehicle equipment and portable devices. The 2019 10-year program includes construction of the consolidated 1 District facility in 2019, technology upgrades, vehicle/equipment replacements and replacement provisions for the radio trunking infrastructure.

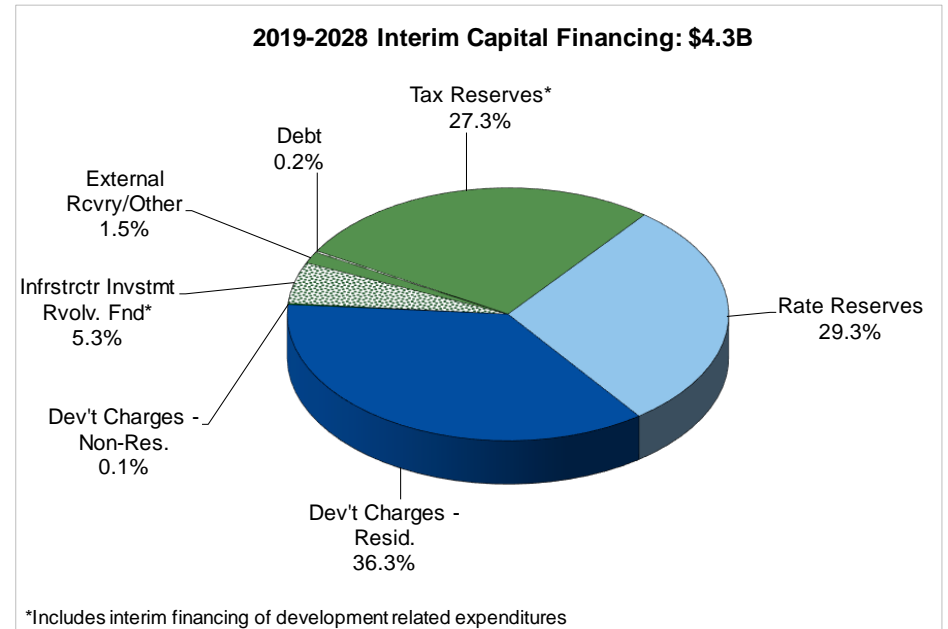
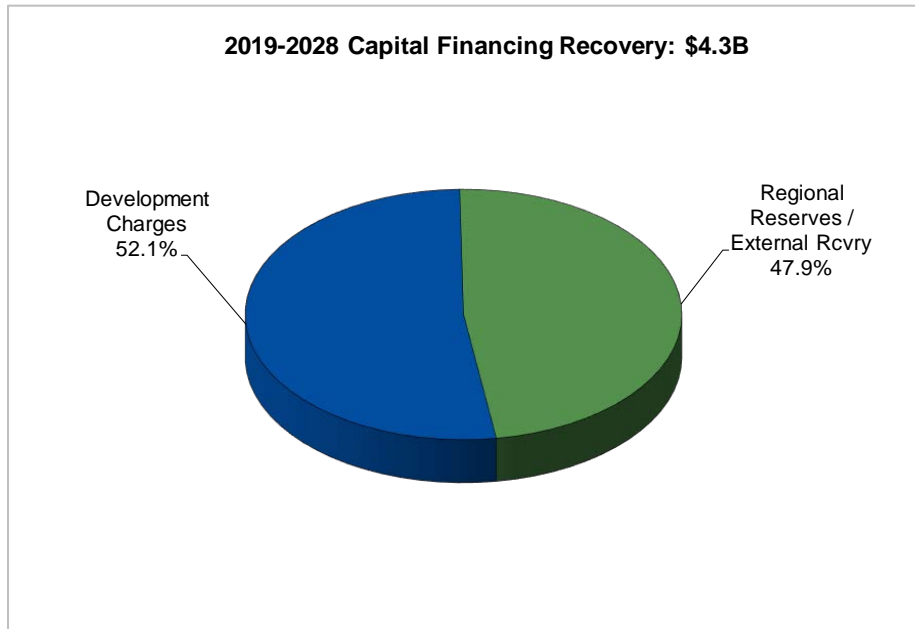
The following table shows the 20 largest dollar value projects in the 10-year Capital Budget and Forecast. These projects total \$1.9 billion and represent 44.7% of the total capital program.

2019 Capital Budget & Forecast Top 20 Largest Expenditures (2019 - 2028) (\$Millions)				
Program	Project Descriptions	2019	2020-2028	Total
Roads	Regional Road 25 - Widening and Reconstruction	\$ 4.2	\$ 177.8	\$ 182.0
Roads	Dundas Street - Widening, Bridge, and Grade Separation	108.5	68.4	176.8
Roads	Trafalgar Road - Widening, Grade Separation, and Reconstruction	2.0	173.8	175.9
Roads	Tremaine Road - Widening and Reconstruction	0.6	144.4	144.9
Water	Construction of Burloak WPP Phase 2 Expansion from 55ML/d to 165ML/d (OAK)	-	130.6	130.6
Roads	Steeles Avenue - Widening and Grade Separation	1.5	122.4	123.9
Roads	Upper Middle Road - Widening and Intersection Improvements	5.3	114.4	119.8
Tax	Assisted Housing Development	9.8	88.5	98.3
Wastewater	Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d (OAK)	-	97.8	97.8
Roads	Road Resurfacing & Related Works	10.6	74.2	84.9
Roads	James Snow Parkway - Widening and New Road	-	70.5	70.5
Wastewater	Upgrade Elizabeth Gardens, Install second forcemain, tunneling deep trunk (Phase 1) (BUR)	-	70.0	70.0
Roads	Wycroft Road Extension (new 4-lanes) Bronte Road to Burloak Drive (OAK)	8.3	55.8	64.1
Wastewater	Twinned 900 mm WWFM on Lower Base Line from Fourth Line to Regional Road 25 (MIL)	1.3	62.2	63.5
Roads	Ninth Line - Widening and Reconstruction	4.3	56.5	60.8
Roads	William Halton Parkway - Widening, New 4-Lane Road, and Bridge	59.8	-	59.8
Roads	Winston Churchill Boulevard - Bypass, Reconstruction, and Widening	4.8	52.8	57.6
Roads	Britannia Road - Widening - Regional Road 25 to Highway 407 (2 to 6 Lanes)	48.8	-	48.8
Roads	5 1/2 Line - New Road and Interchange	-	48.5	48.5
Tax	Burlington Waterfront Master Plan Implementation	8.5	35.0	43.5
Total		\$ 278.3	\$ 1,643.6	\$ 1,921.8

Schedule may not add due to rounding.

10-Year Capital Financing

A breakdown of the 2019 Capital Budget and Forecast financing is presented in the following graphs.



Included in the 10-year capital plan of \$4.3 billion is \$2.1 billion (47.9%) to address state-of-good-repair capital needs (upgrades/rehabilitation/replacements) and \$2.2 billion (52.1%) to address growth-related capital programs (capacity expansion). Accordingly, as shown above, the growth-related program (52.1%) will ultimately be funded from DCs, and the State-of-Good-Repair program will be funded from Regional reserves (47.9%).

As detailed later in the Long-term Financing section, Regional reserves (including transfers from the Operating Budget, investment earnings, and Gas Tax revenues) and debt are used to fund the state-of-good-repair (non-growth) infrastructure program. In order to maintain sufficient reserves and adequate ratios between the operating contributions and amortization expenses, the 2019 budget increased the total operating contributions (excluding investment earnings) from \$122.5 million to \$132.2 million (\$9.7 million increase) in support of the water/wastewater and transportation State-of-Good-Repair capital programs. This provided an opportunity to increase use of the capital reserves, in order to finance the growing State-of-Good-Repair capital program on a pay-as-you-go basis and to reduce debt financing.

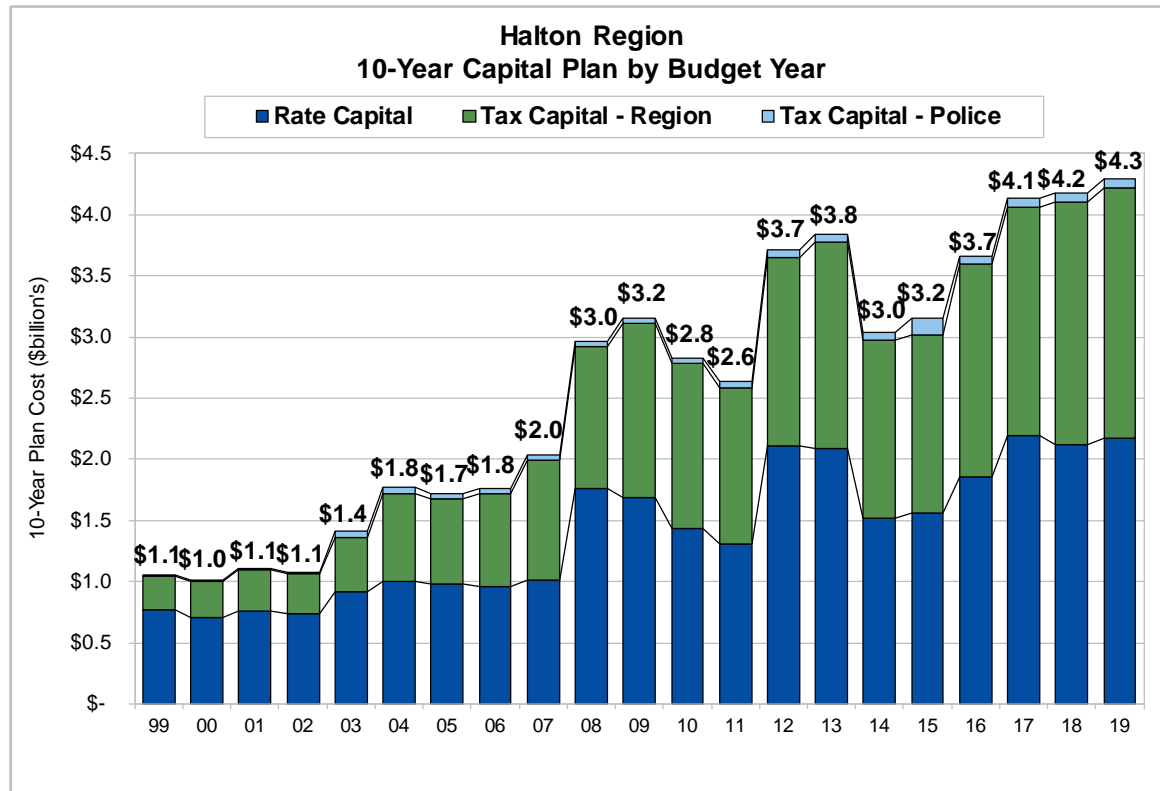
Development charges fund growth-related infrastructure. However, financing of growth infrastructure requires interim financing from the Region, as set out in the Development Financing Plan (CS-20-12). The Region's interim financing is required for the non-residential employment land capital cost in order to ensure continued economic development through strategic investment in employment lands. Accordingly, as illustrated in the 2019-2028 Interim Capital Financing chart

above, the Region will provide interim financing from the Infrastructure Investment Revolving Fund, Tax Reserves, and debt, which will be recovered from future DCs including carrying cost. The financing of the 2019 Development-related Water/Wastewater and Transportation programs has been prepared based on the Development Financing Plan (CS-20-12).

Long-Term Financing

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

Long-term financing requirements are driven by the 10-year Capital Budget and Forecast. The following graph shows the significantly growing capital requirements between 1999 and 2019.



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

Master Plan updates for the same programs and the 2017 program to \$4.1 billion based on the water and wastewater Master Plans revised to support the 2017 DC update (PW-33-16). The change in the 2018 and 2019 10-year program is a result of updates based on the Region's infrastructure staging plan for the next Development Allocation Program, the Public Works Asset Management Plan (PW-28-17) and cost updates.

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

Financing of State-of-Good-Repair

The Region utilizes its reserves and debt in the financing of the State-of-Good-Repair capital program for existing infrastructure. The reserves (including operating contributions, Gas Tax revenue, and investment earnings) are used in support of the Region's pay-as-you-go approach in financing the ongoing or recurring life cycle requirements. Debt financing is utilized for significant upgrade and rehabilitation initiatives, ensuring that the operating impacts from the significant capital program remain smooth and that the timing of revenue recoveries from rate/tax payers is appropriately matched with the benefit of infrastructure. The 2019 budget includes increasing operating budget contributions to reserves throughout the forecast period, in order to provide sustainable investment for the growing assets and to continue with a pay-as-you-go financing for the State-of-Good-Repair capital program. Although the 2019 budget employs limited use of debt over the forecast period, debt still remains as a viable funding option and will continue to be utilized where appropriate.

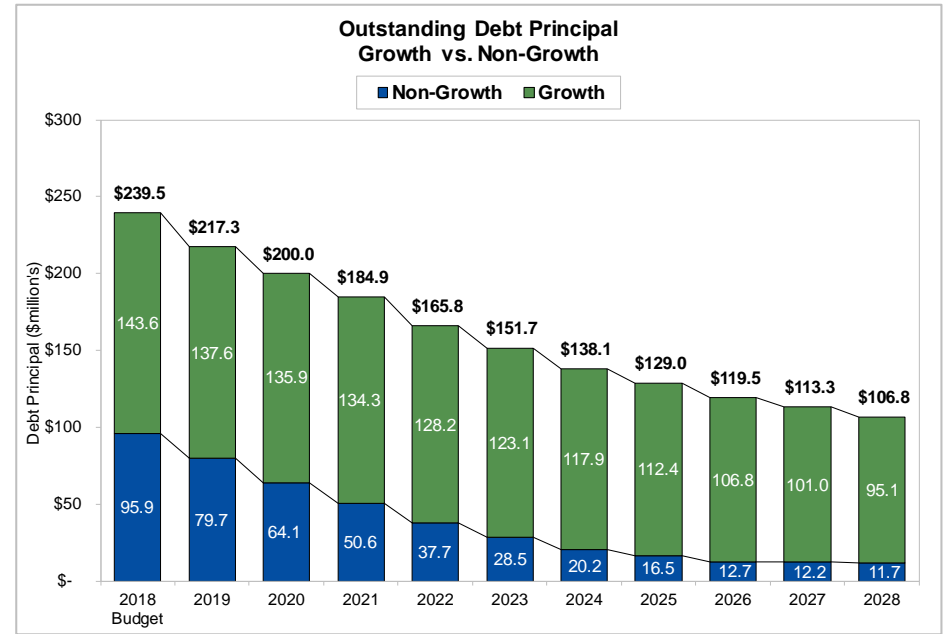
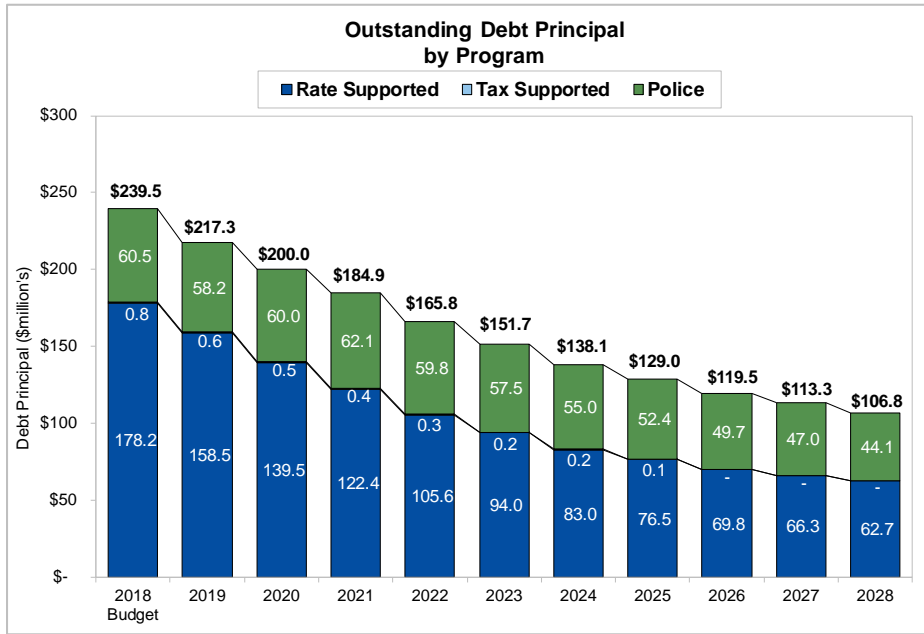
Financing of Growth

The Region relies on DCs to finance new/expansion infrastructure required for growth. DCs, combined with the Regional interim financing through the Infrastructure Investment Revolving Fund, Tax Capital Reserve and debt, are used for the financing of growth-related projects consistent with CS-20-12. In particular, the Regional interim financing is provided for the non-residential employment capital cost share and will be recovered from future DCs including carrying costs under the financing plan. This plan ensures that all growth-related costs that can be recovered under the DC by-law will be recovered and that Halton's strong financial position is not compromised. The 2019 budget incorporates the Regional interim financing requirements, including the financing of the resulting debt charges, in accordance with the principles set out in the Development Financing Plan (CS-20-12).

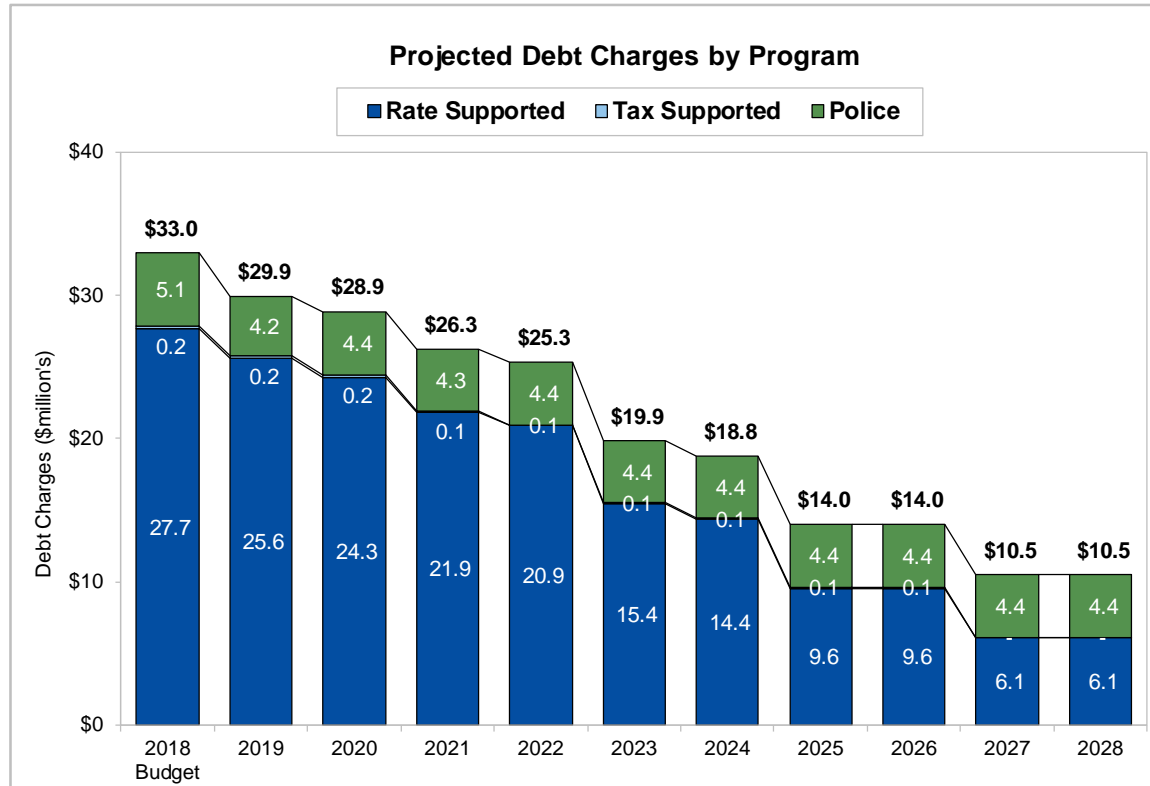
Debt Financing

When debt financing is required, the Regional practice has been to issue debt over a 10-year term. This is considered financially prudent in order to maintain financial flexibility in the face of significant and changing funding requirements. These requirements occur over the forecast period to accommodate new construction, replacement and upgrade of capital assets. Notwithstanding, the Region continues to monitor market conditions to best utilize longer-term debt financing. For instance, the Region issued a 30-year term sinking fund debt in the amount of \$106.0 million in 2011 to service strategic employment lands (CS-33-11/PW-53-11/LPS58-11 re: 2011 Water and Wastewater Servicing to Employment Lands in Halton) and \$62.5 million in 2015 to construct the new Police Headquarters. The 2019 Budget and Forecast projects a total of \$8.7 million in debt financing over the next 10 years to accommodate the Police 1 District Facility needs in Georgetown/Milton.

The following charts illustrate the annual projected debt levels over the next 10 years. Debt levels have peaked at \$239.5 million in 2018, mainly driven by funding required for the Police Headquarter expansion in 2015. The level declines substantially over the forecast period as the Region moves forward with the pay-as-you-go funding approach for the State-of-Good-Repair capital program and as existing debt retires.



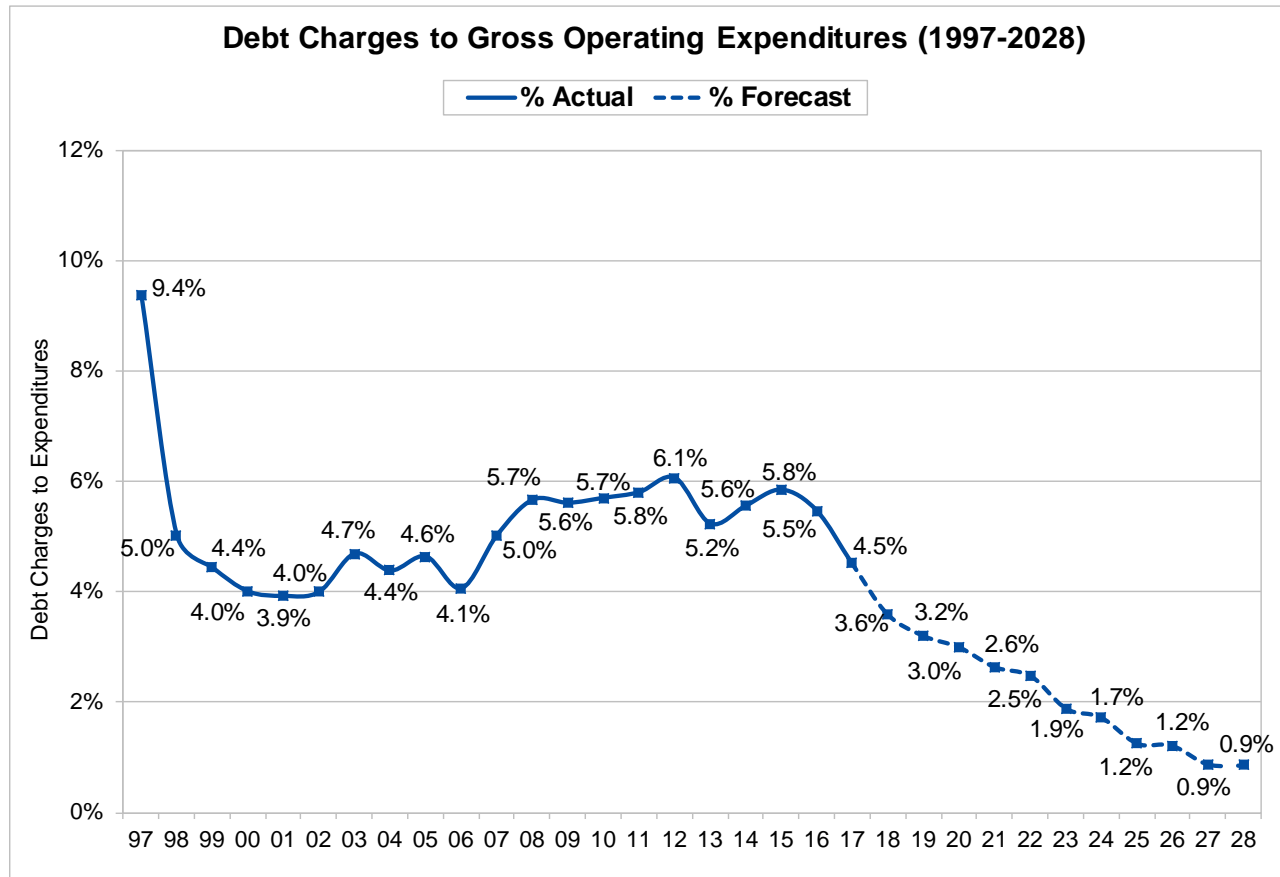
As illustrated in the chart below, total budgeted debt charges will be reduced in 2019, as compared to 2018, as a result of debt retirement.



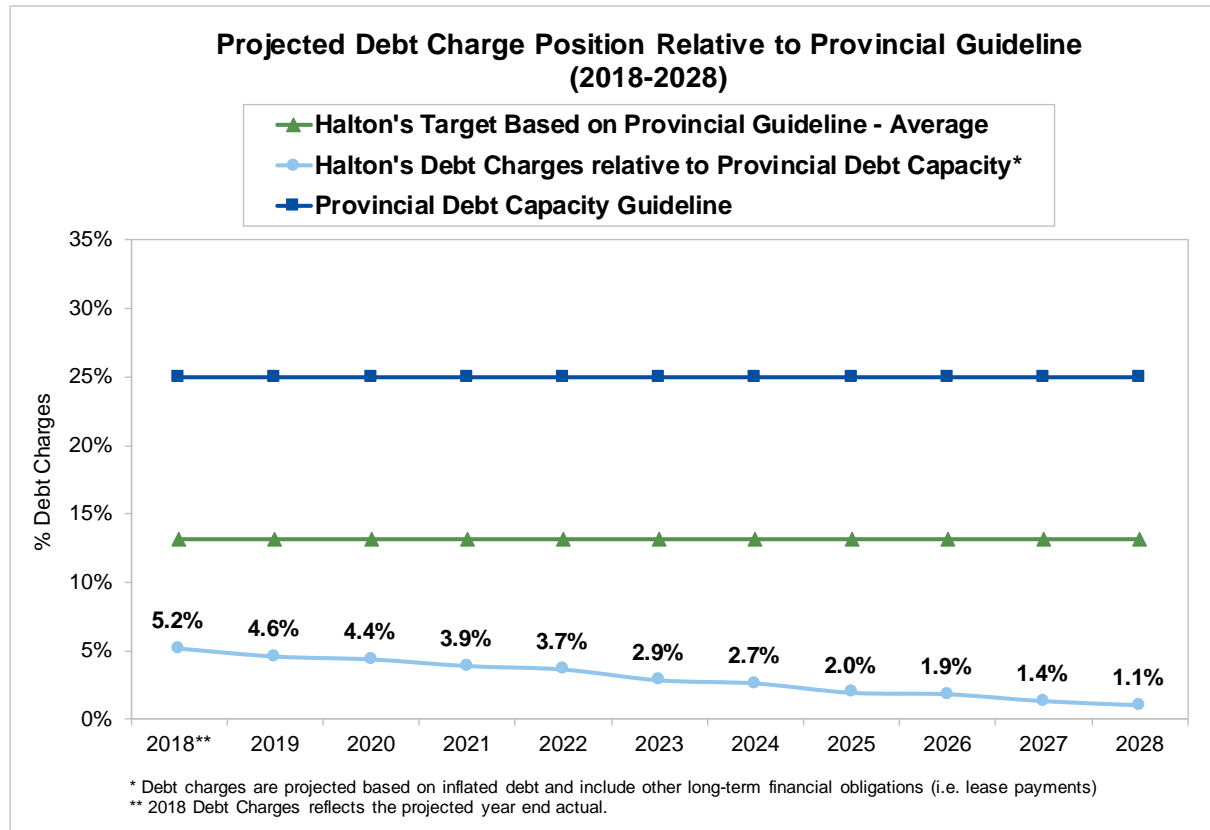
While debt charges will continue to have an impact on the rate-supported budgets, the debt charges are expected to decrease over the forecast period based on declining debt as noted above.

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

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



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



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

Reserve Financing

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

As shown in the Reserve Continuity schedule below, the projected balance of the Region's reserves at December 31, 2018 is \$1,125.0 million, \$176.3 million of which are reserve funds (e.g., DC funds and self-insurance funds).

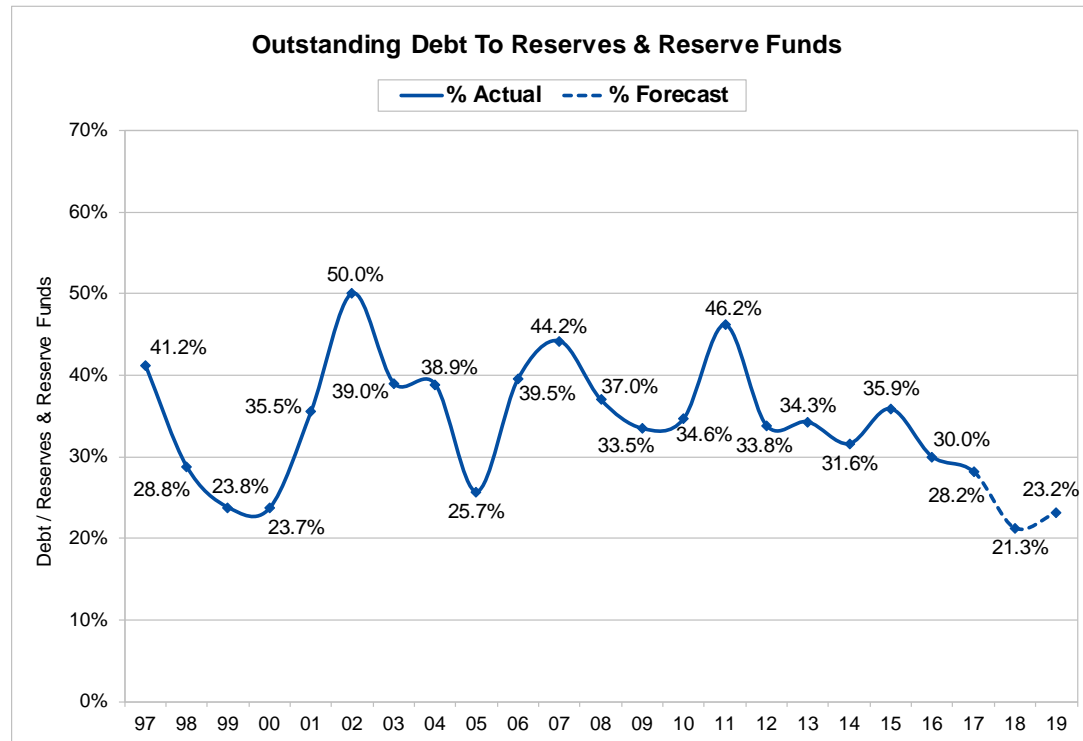
2019 Budget and Forecast Reserve Continuity (\$000s)									
	2017 Ending	2018 Projected Ending*	2019 Transfers					2019 Projected Ending	
			Transfers From/(To) Operating	Transfers From/(To) Capital	Intra Reserve Transfers	Projected DC/Dvel. Cntrbtn	Projected Interest Allocation		Total
Reserves									
Tax Stabilization	\$ 64,924	\$ 65,699	\$ (2,194)	\$ (1,366)	\$ -	\$ -	\$ -	\$ (3,560)	\$ 62,139
Rate Stabilization	31,062	33,622	-	-	-	-	-	-	33,622
Program Specific	54,687	57,961	8,278	(7,500)	-	-	-	778	58,739
Vehicle & Equipment	78,126	68,666	22,819	(20,726)	77	-	1,682	3,852	72,518
Tax Capital	316,516	378,054	49,853	(224,867)	24,551	-	20,506	(129,957)	248,097
Rate Capital	208,623	242,931	79,989	(97,409)	-	-	11,452	(5,968)	236,964
Infrstr Invst Rvlvg Fund	94,009	101,747	8,143	(87,450)	25,796	-	3,711	(49,800)	51,947
Sub-Total	847,947	948,679	166,888	(439,318)	50,425	-	37,352	(184,654)	764,025
Reserve Funds									
Corporate	190,032	194,433	17,171	(24,959)	-	-	4,563	(3,226)	191,207
Development Charges	(90,182)	(18,159)	(8,827)	(488,688)	(50,425)	547,389	1,076	526	(17,633)
Sub-Total	99,850	176,274	8,344	(513,647)	(50,425)	547,389	5,639	(2,700)	173,574
Gross	\$ 947,797	\$ 1,124,953	\$ 175,232	\$ (952,966)	\$ -	\$ 547,389	\$ 42,991	\$ (187,354)	\$ 937,599

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

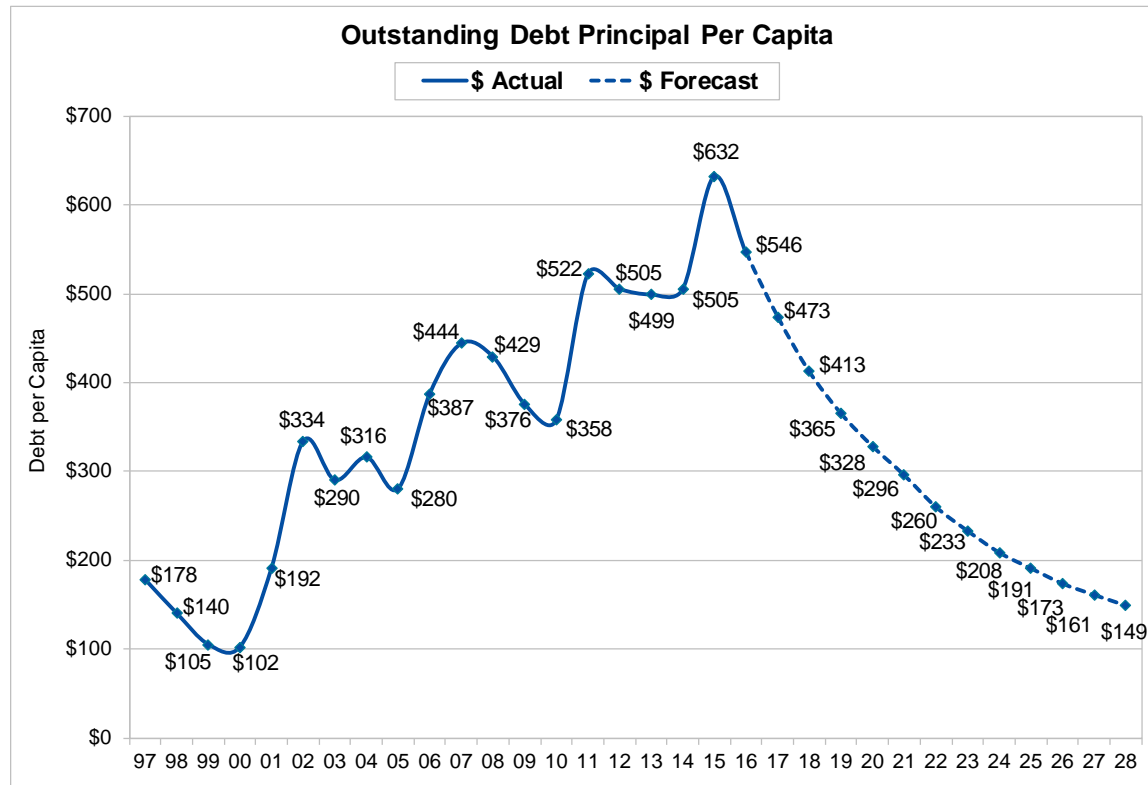
The target balance for the stabilization reserves is 10% of gross operating expenditures for Tax and 15% for Rate (CS-05-13 re: 2012 Year End Accounting Transactions). In 2019, the Tax Stabilization reserve balance is projected to be \$62.1 million, which is \$9.3 million below the target of \$71.4 million. The Rate Stabilization balance is projected to be \$33.6 million, which is \$135,000 above the target of \$33.5 million. Any future operating surplus will be first applied to the stabilization reserves in order to meet the target levels.

As shown in the schedule, the reserve position is projected to decrease by \$187.4 million to \$937.6 million (including the reserve funds) at the end of 2019, mainly due to reductions in the Regional Revolving Fund and Tax Capital Reserve for expenditures in the 2012 Allocation program and anticipated funding provisions in support of the next Allocation Program. The DC reserve funds are projected to be in a negative balance primarily attributed to road DCs as a result of a timing difference between the road implementation to support growth and the collection of the DCs. As noted earlier, the Region's investment from the Infrastructure Investment Revolving Fund is projected to be approximately \$237.2 million as of 2018, while the investment from the Tax Capital Reserve is \$120.9 million. Any projected shortfalls in the DC reserve funds and the outstanding interim financing provided from the Regional reserves have been incorporated into the updated DC by-law (FN-15-17), in order to recover from future DCs. In addition, the Tax Stabilization reserve is projected to decrease to support financing of EAB programs by CVC and CH and to issue debt to CH for watershed management and support services capital projects.

The following Outstanding Debt to Reserves and Reserve Funds chart illustrates the impact of the Region's Financial Plan in terms of the debt to reserve ratio. The lower the ratio the more financial flexibility is available to respond to new requirements, and the more secure the Region's overall financial position. The ratios over the past 22 years have fluctuated according to capital infrastructure funding needs over time. The ratio rose in 2011 (46.2%) as the Region issued a 30-year term sinking fund debt in the amount of \$106.0 million (CS-33-11/PW-53-11/LPS58-11) to service strategic employment lands. The ratio is expected to increase in 2019 (23.2%) from the 2018 level as a result of decreasing reserve balances.



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



Conclusion

The 2019 budget results in a property tax increase of 1.9% for Regional Services, an increase of 2.0% for Police Services (for a combined tax increase of 1.9%), and a 3.7% rate increase for water and wastewater, while maintaining service levels for all core Regional services and responding to demand for services as the community continues to grow.

HALTON REGION

Budget and Business Plan 2019

Tax Overview



Tax Budget Overview

2019 Regional Property Tax Impact including Halton Regional Police Service (HRPS)

The table below illustrates the property tax impact per \$100,000 of current value assessment (CVA). The 2019 property tax impact for Regional Services is an increase of \$3 and the impact for Police Services is an additional \$2, resulting in a combined increase of \$5 per \$100,000 CVA.

Property Tax Impact of Regional Government Services (Per \$100,000 CVA)**							
	2018		2019		Change		
	Actual		Budget		\$	%	
Regional Services	\$	181	\$	184	\$	3	1.9%
Police Services *		105		107		2	2.0%
Total Regional Taxes	\$	286	\$	291	\$	5	1.9%

Schedule may not add due to rounding.

* Approved by Halton Police Board

** Based on projected 1.5% assessment growth

For example, a household with \$400,000 CVA would experience a Regional tax increase of \$20 including Police Services for 2019. This is calculated by dividing the assessed household value of \$400,000 by \$100,000 and multiplying the calculated value (\$4) by the total Regional tax increase per \$100,000 CVA of \$5.

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

Tax Supported Budget Summary												
(\$000's)	2018	2019			Change in Budget				2019			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2019 Base / 2018 Approved		2019 Requested / 2018 Approved		Assessment Growth (1.5%)	Tax Impact after Assessment		
Regional Services	\$ 257,069	\$ 263,862	\$ 2,023	\$ 265,885	\$ 6,793	2.6%	\$ 8,816	3.4%	\$ (3,856)	\$ 4,960	1.9%	
Police Services	150,071	153,997	1,387	155,383	3,926	2.6%	5,312	3.5%	(2,251)	3,061	2.0%	
Total	\$ 407,140	\$ 417,859	\$ 3,410	\$ 421,268	\$ 10,719	2.6%	\$ 14,129	3.5%	\$ (6,107)	\$ 8,022	1.9%	

The net tax levy for Regional Services is increasing from \$257.1 million in 2018 to \$265.9 million in 2019, an increase of \$8.8 million or 3.4%. Of this amount, the 2019 base budget is increasing by \$6.8 million or 2.6%, with the balance relating to strategic investments proposed in the 2019 budget.

The combined 2019 levy request totals \$421.3 million, consisting of \$265.9 million for Regional Services and \$155.4 million for Police Services, and represents an increase of 3.5%. After assessment growth of 1.5%, these increases result in a net tax impact of 1.9% for the Region and the Police.

This impact is consistent with Regional Council priorities of maintaining tax rate increases at or below the rate of inflation while delivering the high quality services required by Halton residents.

2019 Budget Overview

The 2019 budget has been prepared with the objective of maintaining the Region's long-term financial position, the state-of-good-repair of Regional assets and infrastructure and core service delivery.

To achieve this objective, the following budget principles are being applied:

- The Annual Budget is prepared in accordance with the financial plans, annual targets and policies approved by Regional Council;
- Investment in additional financial and staff resources resulting from growth, program enhancements or additional federal/provincial funding will require a business case to be considered by Council as part of the annual budget process;
- The annual budget includes investment in the state-of-good-repair of the Region's assets to maintain a good overall condition of the assets as the Region's infrastructure continues to age and expand;
- Regional programs are funded from sustainable revenues to ensure ongoing expenditures are not funded from temporary or one-time revenues;
- 10-year Operating and Capital Budget forecasts 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; and
- Halton's strong financial position and financial planning principles will continue to ensure the Region's AAA credit rating is maintained.

2019 Budget Development

The following chart highlights the process undertaken to prepare the 2019 Tax Budget.

2019 Budget Process		
	Tax Increase	Assessment Growth
2019 Forecast	2.3%	1.5%
2019 Budget Direction	2.0%	1.5%
2019 Budget	1.9%	1.5%

The 10-year Operating Budget Forecast in the 2018 Budget and Business Plan projected a tax increase of 2.3% for Regional programs in 2019. This 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 2019 Budget Directions, the forecast budget model assumptions were updated to reflect inflation. Further, the 2019 Budget Directions recognized that some program enhancements would need to address growth and other program pressures in order to maintain service levels. Based on these factors, Council approved the 2019 Budget Directions with a tax increase at or below inflation (2.0%) for Regional Services (excluding Police Services).

Several times during the budget process, the Management Committee reviewed the base budget and proposed strategic investments to ensure levels of service are maintained and to achieve Council priorities, which resulted in a 1.9% tax increase in the 2019 budget.

The Strategic Plan establishes an objective of annual tax rate increases not to exceed inflation. To achieve this goal while maintaining levels of service, enhancing customer service and responding to growth requires an on-going commitment to continuous improvement including increased use of technology to achieve efficiencies and build capacity within the organization. These continuous improvement initiatives result in the streamlining of business processes, reallocation of existing resources to address priorities, identification of opportunities for automation and changes to service delivery models. Key initiatives completed or underway in 2018 include:

- Service delivery review for the North Halton Mental Health Clinic resulting in the transfer of the clinic to Halton Healthcare (complete)
- Program review of the adult dental programs resulting in the consolidation of existing programs and establishment of consistent eligibility criteria (review complete)
- Public Health sexual health services review
- Immunization services review
- Process review and technology implementation for the Halton Community Housing Corporation resulting in streamlined administration, improved data management, and improved client service
- Process review and technology implementation of an automated staff scheduling system in the long term care homes
- Implementation of mobile technology in the long term care homes to improve efficiency and effectiveness of direct resident care (complete)
- Process review of the Subsidized Passes for Low Income Transit (SPLIT) program to streamline processes and improve program effectiveness (complete)
- Process review of client service in the Ontario Works program
- Reorganization and review of purchasing processes to streamline processes through increased automation and improved internal controls
- Stores and inventory business process review
- Continued implementation of the Quality, Environment, Health and Safety Team (QUEST) to enhance regulatory compliance and identify opportunities to improve processes
- Process review for the development application process including implementation of a new Development Application Tracking System (DATS) to streamline the development process and improve effectiveness
- Enhanced digital service delivery on Halton.ca to provide residents improved service options and reduce demand on 311
- Corporate policy review to identify opportunities for streamlining and enhanced clarity
- Review of energy billing to identify opportunities for savings
- Implementation of light emitting diode (LED) streetlights resulting in savings, reduced maintenance and reduced carbon footprint
- Development of the corporate risk management system to ensure risks are identified, assessed, and mitigated
- Computer Management System YARDI update to improve service delivery in maintenance
- Implementation of dispatch connectivity technology with the central ambulance communications center for paramedics
- Expansion of Paramedic Services Community Paramedic program to two buildings in Oakville

The **2019 Tax-Supported Budget** includes the following savings and revenues:

- Decreased grants of \$0.5 million to social housing providers primarily based on revised Ministry of Housing (MHO) benchmark indices and mortgage rate renewals, with no impact to service levels.
- Decreased vacancy property tax rebate costs of \$500,000 to reflect the final phase-out (FN-11-17).

- Decreased Public Health capital financing costs of \$195,000 to reflect decreasing need for air quality monitoring including the transfer of air quality monitoring station to the Ministry of Environment, Conservation and Parks in 2019 (MO-01-18).
- Decreased Public Health costs of \$148,000 to reflect actual trends in operating program expenditures.
- Decreased Technology costs of \$86,000 to reflect savings from revised contracts and spending trends.
- Decrease of \$161,000 in cellular costs to reflect revised contracts.
- Increased Public Health subsidies of \$520,000 to reflect a one-time 3% base increase received in 2018.
- Increased revenues of \$205,000 for basic and preferred resident accommodation revenue in Long-Term Care homes.
- Increased revenues of \$991,000 for increase Case Mix Index impacts on provincial subsidy in Long-Term Care homes.
- Increased revenues of \$140,000 in Waste Management for blue box funding and recovery from the school board.
- Decrease of \$181,000 in hydro costs in Roads Operations to reflect the ongoing conversion of the Region's streetlights to LED technology.

2019 Budget Key Drivers

The savings and revenues discussed above, together with assessment growth of 1.5%, are used to partially fund the key drivers in the 2019 budget. The investments required to address these key drivers have been included in the 2019 budget within the 1.9% tax rate increase for Regional services. The following key drivers of the 2019 budget reflect Council's priorities and are detailed later in the departmental budget overviews.

- **Capacity to Prevent and Address Homelessness - \$305,000** base budget increase with no net Regional impact. This increase will help prevent homelessness based on provincial funding allocated for 2019.
- **Regional Facilities - State-of-Good-Repair Capital - \$380,000** base budget increase to contribute to reserves to support the corporate facilities State-of-Good-Repair capital program.
- **Roads Capital - State-of-Good-Repair - \$1.9 million** base budget increased reserve contribution provided from a \$1.0 million increase in the operating base budget, \$659,000 in Federal Gas Tax funding (FN-38-18 re: Federal Gas Tax Update) and \$273,000 increase to the Roads Resurfacing base budget, in order to address rising state-of-good-repair needs based on the Public Works Asset Management Strategy (PW-28-17) and updated costs.
- **Road Maintenance Program - \$677,000** base budget increase to support an increase in road maintenance contracts with the local municipalities and Regional contracts to address growth in the Regional road network.
- **Red Light Camera Program - \$100,000** increase for the installation of 3 new red light cameras in 2019, bringing the total number of cameras to 20.
- **Waste Management - \$791,000** base budget increase in waste management contracts which includes inflation and tonnage growth.
- **Emerald Ash Borer (EAB) - \$272,000** base budget increase in operating contributions to the Tax Stabilization reserve in support of the EAB programs implementation by Conservation Halton (FN-19-17) and Credit Valley Conservation (FN-26-15).
- **Relief Staff Resources - \$431,000** base budget increase for additional casual relief hours required to maintain service levels in Paramedic Services and Services for Seniors where staff provide direct client care.

- **Benefits Provision - \$800,000** provision for the implementation of the review of the employee non-union benefit plan. Non-union benefits were last reviewed in 2008 and there have been no changes to the non-union benefits plan over the last 10 years. A review of the benefit plan conducted in 2018 confirmed that the Region's plan was out-of-date and not competitive with the Region's union plans or plans offered by other municipalities. Changes to the plan under consideration include adjusting maximum limits for various benefits, discontinuing benefits that are underused or ineffective, increasing supports for psychological well-being, and introducing a health care spending account to provide enhanced flexibility for employees. Staff will also implement a process to review the non-union benefit plan regularly to ensure it remains competitive. Attracting and retaining qualified staff continues to be a high priority and an increasing challenge in the competitive job market. A competitive benefit package is an important component of the overall compensation package
- **WSIB Reserve - \$300,000** base budget increase to better enable the Region to align funding with the actuarial study requirements.
- **Supplementary Tax Revenue - \$500,000** base budget impact to adjust supplementary tax revenues from \$7.0 million to \$6.5 million to reflect the actual average revenues over the past 7 years (2011-2017).
- **Tax Write-Offs - \$405,000** base budget increase to \$4.7 million to more closely reflect the actual 7-year average in light of increasing trends in tax appeals by large scale commercial properties in recent years.

2019 Tax Operating Budget by Major Program

The following table summarizes the 2019 Tax Budget (excluding Police Services) by major program. The 2019 requested budget is increasing from \$257.1 million to \$265.9 million, an increase of \$8.8 million or 3.4% before assessment growth. Of this increase, the base budget is increasing by \$6.8 million or 2.6%. This increase includes cost-saving measures and redeployment of staff resources to priority areas in 2019.

In addition to the base budget increase, the 2019 budget proposes a number of strategic investments of \$2.0 million. The combined base budget (\$263.9 million) and strategic investments (\$2.0 million) result in an \$8.8 million increase in net expenditures for 2019. The assessment growth (primarily new properties) in 2019 is estimated to be 1.5% or \$3.9 million. This results in a net tax increase for the 2019 budget of 1.9%. Program budgets are discussed later in the Tax Overview.

Net Operating Budget for Tax Supported Services (Excluding Police Services)									
Levy Requirement by Program									
\$000s	2018		2019			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2019 Base to 2018 Budget		2019 Requested to 2018 Budget		
Public Health Resources	\$ 2,391	\$ 2,435	\$ -	\$ 2,435	\$ 44	1.9%	\$ 44	1.9%	
Healthy Environments & Communicable Disease	4,575	4,544	-	4,544	(31)	-0.7%	(31)	-0.7%	
Healthy Families	5,877	6,046	-	6,046	169	2.9%	169	2.9%	
Clinical Health Services	4,454	3,221	-	3,221	(1,232)	-27.7%	(1,232)	-27.7%	
Paramedic Services	20,437	20,896	438	21,334	459	2.2%	897	4.4%	
Children's Services	10,243	10,395	-	10,395	152	1.5%	152	1.5%	
Employment & Social Services	6,540	6,637	-	6,637	97	1.5%	97	1.5%	
Housing Services	35,930	36,057	-	36,057	127	0.4%	127	0.4%	
Quality & Service Integration	6,593	6,721	300	7,021	128	1.9%	428	6.5%	
Services for Seniors	18,167	18,226	5	18,231	59	0.3%	64	0.4%	
Planning Services	12,088	12,604	233	12,837	516	4.3%	749	6.2%	
Economic Development	3,729	3,837	-	3,837	107	2.9%	107	2.9%	
Waste Management	42,111	43,003	-	43,003	893	2.1%	893	2.1%	
Road Operations	53,001	55,038	-	55,038	2,037	3.8%	2,037	3.8%	
Non-Program	20,498	22,117	1,047	23,164	1,620	7.9%	2,667	13.0%	
Boards & Agencies	10,436	12,085	-	12,085	1,649	15.8%	1,649	15.8%	
Net Regional Impact	257,069	263,862	2,023	265,885	6,793	2.6%	8,816	3.4%	
Assessment Growth							(3,856)	1.5%	
Regional Levy Requirement	\$ 257,069	\$ 263,862	\$ 2,023	\$ 265,885	\$ 6,793	2.6%	\$ 4,960	1.9%	

Schedule may not add due to rounding.



As outlined in the previous table, the key drivers of the 2019 budget net tax impact of \$5.0 million or 1.9% are:

- Road Operations of \$2.0 million in order to address rising state-of-good-repair needs based on the Public Works Asset Management Plan (PW-28-17), roads maintenance activities and additional red light cameras;
- Paramedic Services of \$0.9 million to provide additional resources to address call volume pressures;
- Waste Management of \$0.9 million in order to address organics market pressures and increased tonnages;
- Planning Services of \$0.7 million in order to provide additional resources to support growth and complexity of development applications; and
- Quality and Service Integration of \$0.4 million primarily to provide additional funding for the HRCIF to support community well-being.

Included in the net operating expenditures shown above (except for Boards and Agencies) is the cost of Corporate Administration in order to present the full cost of program delivery. The following table summarizes the 2019 Corporate Administration cost by Division that has been allocated to the service delivery program areas. Of the \$71.9 million, \$51.6 million has been incorporated in the Tax-Supported Budget and \$20.3 million in the Rate-Supported Budget. Key drivers of the Corporate Administration budget include increased demand for services, support for digital transformation initiatives, enhanced internal controls and the expansion of Regional Council from 21 to 24 members. The 2019 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	2018	2019			Change in Budget	
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2019 Base to 2018 Budget	2019 Requested to 2018 Budget
Budgets & Tax Policy	\$ 2,649	\$ 2,856	-	\$ 2,856	\$ 208 7.8%	\$ 208 7.8%
Capital & Development Financing	974	999	-	999	26 2.7%	26 2.7%
Financial Services & Payroll	3,322	3,588	-	3,588	267 8.0%	267 8.0%
Purchasing Services & Stores	2,401	2,555	128	2,682	153 6.4%	281 11.7%
Information Technology	15,651	16,424	256	16,680	773 4.9%	1,028 6.6%
Asset Management	19,775	20,315	256	20,570	540 2.7%	796 4.0%
Legal Services	6,075	6,373	-	6,373	297 4.9%	297 4.9%
Policy Integration & Communications	7,322	7,560	125	7,685	238 3.2%	363 5.0%
Internal Audit	627	657	-	657	30 4.8%	30 4.8%
Business Planning & Corporate Initiatives	2,238	2,363	283	2,647	125 5.6%	409 18.3%
Human Resources	5,195	5,376	-	5,376	181 3.5%	181 3.5%
Office of the Chair & Regional Council	1,647	1,831	-	1,831	184 11.2%	184 11.2%
Total	\$ 67,876	\$ 70,898	\$ 1,047	\$ 71,945	\$ 3,022 4.5%	\$ 4,069 6.0%

Schedule may not add due to rounding.

2019 Tax Operating Budget by Cost Category

The following table summarizes the 2019 budget by expenditure and revenue categories. The following table shows that total gross expenditures have increased by \$7.6 million (1.9%) to \$547.6 million. Subsidies and other program revenue are decreasing by \$1.2 million (0.4%) to \$281.8 million, resulting in a net expenditures increase of \$8.8 million (3.4%) to \$265.9 million.

Total Tax Operating Budget Comparison by Category (excluding Halton Regional Police Services)									
\$000s	2018		2019			Change		Change	
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2019 Base to 2018 Budget		2019 Requested to 2018 Budget		
Personnel Services	\$ 177,469	\$ 182,637	\$ 2,980	\$ 185,617	\$ 5,168	2.9%	\$ 8,148	4.6%	
Materials & Supplies	18,049	17,937	66	18,003	(112)	-0.6%	(46)	-0.3%	
Purchased Services	103,019	105,185	(244)	104,941	2,166	2.1%	1,922	1.9%	
Financial & Rent Expenses	9,652	9,552	-	9,552	(100)	-1.0%	(100)	-1.0%	
Grants & Assistance	113,259	113,721	300	114,021	462	0.4%	762	0.7%	
Total Direct Costs	421,449	429,033	3,102	432,135	7,585	1.8%	10,686	2.5%	
Allocated Charges / Recoveries	(5,724)	(6,873)	-	(6,873)	(1,149)	20.1%	(1,149)	20.1%	
Corporate Support Charges / Recoveries	(14,707)	(15,452)	-	(15,452)	(745)	5.1%	(745)	5.1%	
Transfers to Reserves - Operating	56,249	52,319	-	52,319	(3,930)	-7.0%	(3,930)	-7.0%	
Transfers from Reserves - Operating	(6,265)	(5,631)	-	(5,631)	634	-10.1%	634	-10.1%	
Gross Operating Expenditures	451,001	453,396	3,102	456,498	2,395	0.5%	5,497	1.2%	
Transfers to Reserves - Capital	88,895	91,186	-	91,186	2,290	2.6%	2,290	2.6%	
Transfers from Reserves - Capital	(131)	(199)	-	(199)	(68)	52.1%	(68)	52.1%	
Debt Charges	235	163	-	163	(72)	-30.6%	(72)	-30.6%	
Capital Expenditures	89,000	91,150	-	91,150	2,150	2.4%	2,150	2.4%	
Total Gross Expenditures	540,001	544,546	3,102	547,648	4,545	0.8%	7,647	1.4%	
Subsidies	(188,521)	(185,966)	(1,079)	(187,045)	2,555	-1.4%	1,476	-0.8%	
Other Revenue	(94,412)	(94,718)	-	(94,718)	(307)	0.3%	(307)	0.3%	
Total Revenue	(282,932)	(280,684)	(1,079)	(281,763)	2,249	-0.8%	1,170	-0.4%	
Net Program Expenditures	\$ 257,069	\$ 263,862	\$ 2,023	\$ 265,885	\$ 6,793	2.6%	\$ 8,816	3.4%	
Assessment Growth								1.5%	
Tax Impact								1.9%	

Schedule may not add due to rounding.

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

Expenditures

Total gross expenditures are increasing by \$7.6 million (1.4%) in the 2019 Tax-Supported Budget, attributable to the following key drivers:

Personnel Services - \$8.1 million increase

Personnel costs account for 33.9% of total gross expenditures for tax-supported services (excluding Police Services). As shown in the following table, compensation costs are proposed to increase by 4.59% or \$8.1 million in 2019 as a result of:

- 2.91% or \$5.2 million for base budget compensation increases.
 - 2.67% or \$4.7 million increase in compensation rates and in-year increases, comprised of the following:
 - 2.71% or \$4.8 million increase to salary/wage budget based on a 2.0% increase in the non-union pay band based on a pay-for-performance merit system, an adjustment in the budgeted percentage of job rate (from 92.03% to 94.21%) to reflect the actual trend, and anticipated increases in union agreements.
 - 1.09% or \$1.9 million increase to benefit costs which includes a premium increase of 2.75% for extended health care and 2.75% for dental costs where personnel rates are further adjusted to represent the group's utilization experience. In addition, the 2019 budget includes an \$800,000 provision for the implementation of the review of the employee non-union benefit plan in order to ensure it remains competitive, as discussed earlier.
 - (1.13%) or (\$2.0) million decrease resulting from in-year changes for the transfer of North Halton Mental Health Clinic (NHMHC) to Halton Healthcare Services (MO-33-17), the cessation of the convalescent care program in Services for Seniors (SS-04-18), offset by overtime additions and other compensation pressures.
 - 0.24% or \$431,000 increase resulting from relief hour adjustments in Paramedic and Services for Seniors to address ongoing casual and relief staffing pressures.
- 1.68% or \$3.0 million increase for additional 22.0 FTEs and 10,985 relief hours as strategic investments in the 2019 budget. This includes \$784,000 for 5.0 FTEs and 7,039 relief hours which are fully offset by additional subsidy, revenues or reallocated base budget provision with no net Regional impact and \$950,000 for 7.0 FTEs and 3,946 relief hours that are partially funded by subsidies, revenues, or reallocations of the budget.

**2019 Compensation Summary
(Excluding Halton Regional Police Services)**

	2017	2018	2019					Change
	Compensation Budget	Compensation Adjusted	Compensation Inc/(Dec)	Base Relief Hours Inc/(Dec)	Total Inc/(Dec)	Strategic Investments	Compensation Budget	
Public Health Resources	\$ 2,895,420	\$ 3,307,460	\$ 125,320	\$ -	\$ 125,320	\$ -	\$ 3,432,780	3.79%
Healthy Environments & Communicable Disease	8,267,340	7,499,760	345,190	-	345,190	-	7,844,950	4.60%
Healthy Families	9,780,590	9,754,190	248,770	-	248,770	-	10,002,960	2.55%
Clinical Health Services	7,029,710	7,528,390	(2,014,670)	-	(2,014,670)	244,260	5,757,980	(23.52)%
Paramedic Services	24,574,840	27,182,470	709,430	199,990	909,420	794,000	28,885,890	6.27%
Quality & Service Integration	2,385,730	2,566,260	85,820	-	85,820	221,860	2,873,940	11.99%
Children's Services	10,415,110	11,043,450	477,220	-	477,220	-	11,520,670	4.32%
Employment & Social Services	4,990,140	5,590,160	150,770	-	150,770	-	5,740,930	2.70%
Housing Services	2,833,560	3,091,220	106,140	-	106,140	-	3,197,360	3.43%
Halton Community Housing Corporation	2,541,140	2,755,300	90,880	-	90,880	-	2,846,180	3.30%
Services for Seniors	42,969,080	44,002,080	848,830	230,380	1,079,210	473,500	45,554,790	3.53%
Planning Services	6,044,500	5,658,970	291,560	-	291,560	232,800	6,183,330	9.27%
Economic Development	1,365,600	2,073,910	49,050	-	49,050	-	2,122,960	2.37%
Road Operations	1,429,830	1,552,890	111,620	-	111,620	-	1,664,510	7.19%
Waste Management	3,763,530	3,862,850	205,780	-	205,780	-	4,068,630	5.33%
Corporate Administration	36,552,540	38,624,880	1,949,648	-	1,949,648	1,013,680	41,588,208	7.67%
Office of the Chair & Regional Council	1,330,010	1,374,710	156,470	-	156,470	-	1,531,180	11.38%
Non Program	-	-	800,000	-	800,000	-	800,000	0.00%
Total	\$ 169,168,670	\$ 177,468,950	\$ 4,737,828	\$ 430,370	\$ 5,168,198	\$ 2,980,100	\$ 185,617,248	4.59%
Compensation Increase			2.67%	0.24%	2.91%	1.68%	4.59%	

Staff Complement and Relief Hours

As shown in the following table, the additional staff complement proposed in the 2019 Tax-Supported Budget (excluding Police Services) includes 11,605 relief hours increase in the base budget and 22.0 FTEs and 10,985 relief hours increase for strategic investments.

2019 Complement Summary (Excluding Halton Regional Police Services)							
	2017	2018		2019			
	Budgeted Staff Complement	Budgeted Staff Complement	Total In-Year Adjustments	Base Increase	Strategic Investments	Budgeted Staff Complement	Change %
FTE:							
Public Health Resources	22.0	25.0	-	-	-	25.0	0.00%
Healthy Environments & Communicable Disease	76.0	67.4	-	-	-	67.4	0.00%
Healthy Families	94.4	92.1	-	-	-	92.1	0.00%
Clinical Health Services	72.0	74.3	(21.0)	-	3.0	56.3	(24.23)%
Paramedic Services	183.5	195.5	-	-	5.0	200.5	2.56%
Quality & Service Integration	23.0	24.0	-	-	2.0	26.0	8.33%
Children's Services	105.6	107.6	(0.6)	-	-	107.0	(0.56)%
Employment & Social Services	51.9	57.6	-	-	-	57.6	0.00%
Housing Services	28.0	30.0	-	-	-	30.0	0.00%
Halton Community Housing Corporation	27.0	29.0	-	-	-	29.0	0.00%
Services for Seniors	496.4	499.2	(1.1)	-	2.0	500.1	0.18%
Planning Services	53.0	48.0	-	-	2.0	50.0	4.17%
Economic Development	12.0	18.0	-	-	-	18.0	0.00%
Road Operations	14.0	15.0	-	-	-	15.0	0.00%
Waste Management	38.6	38.6	-	-	-	38.6	0.00%
Corporate Administration	336.8	345.8	-	-	8.0	353.8	2.31%
Office of the Chair & Regional Council	1.0	1.0	-	-	-	1.0	0.00%
Relief Hours:							
Paramedic Services	54,362.0	76,720.0	-	4,323.0	3,946	84,989	10.78%
Children's Services	1,096.0	1,827.0	-	-	-	1,827	0.00%
Clinical Health Services	-	-	-	-	1,350	1,350	0.00%
Services for Seniors	55,788.0	68,733.0	-	7,282.0	5,689	81,704	18.87%
Total:							
FTE	1,635.2	1,668.1	(22.7)		22.0	1,667.4	(0.04)%
Relief Hours	111,246.0	147,280.0	-	11,605	10,985	169,870	15.34%

In-Year Adjustments:

Clinical Health Services: Transfer of NHMHC to Halton Healthcare Services. (MO-33-17)
 Children's Services: FTE reduction due to reorganization to increase efficiencies and consolidate services.
 Services for Seniors: Convalescent care program ending in 2018. (SS-04-18)

FTE

(21.0)
 (0.6)
 (1.1)

As outlined in the 2018 budget, casual relief resources employed in the Region are represented by a number of relief hours required rather than as FTE, in order to better reflect the nature of the resource needs. In areas where staff provide direct client care (i.e. paramedics and personal support workers in long-term care), whenever staff is absent from work due to various reasons (i.e. vacation, illness, injury, training), there is a requirement to replace the staff with a casual relief employee. These program areas need to maintain a pool of relief resources at a sustainable level in order to allocate the resources based on the number of hours required to provide the appropriate coverage. Accordingly, the 2019 budget includes a base increase of 11,605 relief hours - 4,323 for Paramedic Services and 7,282 for Services for Seniors, to address ongoing pressures related to relief and casual staffing.

In addition, the 2019 budget includes 22.0 FTEs and 10,985 relief hours proposed as strategic investments of which 12.0 FTEs and 10,985 relief hours will either be fully or partially funded by subsidies and revenues as follows:

- 2.0 FTEs and 5,689 relief hours will be funded by 100% provincial subsidies with no net Regional impact, in order to provide additional resources to strengthen service delivery (e.g. Integrated Human Services, Registered Nurse – Relief Hours);
- 2.0 FTEs will be mostly funded by Mississauga Halton Local Health Integration Network (MHLHIN) with \$5,000 net Regional impact to meet performance deliverables (e.g. Adult Day Program).
- 5.0 FTEs and 3,946 relief hours will be funded by 47% subsidy in order to provide additional resources to address rising demand in Paramedic Services; and
- 3.0 FTEs and 1,350 relief hours will be fully funded by reallocated base budget provisions with no net Regional impact, in order to provide sustainable resources to support service delivery (e.g. Immunization Services, Harm Reduction Enhancement).

The remaining 10.0 FTEs will provide key leadership roles in project management, strategic decision making support, and technical support for network infrastructure, requiring additional budget provisions. The details on the strategic investments are provided below and detailed business cases are available in the Strategic Investments section of the budget book.

Materials and Supplies - \$46,000 decrease

- (\$94,000) decrease in telephone costs due to revised contract
- (\$60,000) decrease in gasoline and diesel based on actual trends
- (\$54,000) decrease in Paramedics for one-time 2018 strategic investment of uniforms for 12 FTE and 9,864 relief hours (4.5 FTE PT staff)
- (\$46,000) decrease is due to NHMHC services transferred to Halton Healthcare Services as of April 1, 2018
- (\$32,000) decrease in Asset Management for fleet parts based on actual trends
- (\$23,000) decrease in travel expenditures based on actual spending trends
- (\$13,000) decrease due to the Starter Company Plus provincially funded program ending March 31, 2019
- \$32,000 increase in uniforms for new Paramedics and a Supervisor proposed as strategic investments
- \$33,000 increase in Paramedics for medical supplies based on actual trends
- \$35,000 increase in hydro costs, which includes a \$216,000 increase for corporate facilities, offset largely with savings of \$181,000 in roads hydro resulting from the continued LED streetlight conversion program
- \$58,000 increase in Paramedics for operating costs required for three new stations (E Milton, S Milton and SW Oakville)
- \$113,000 increase in Services for Seniors for food supplies as a result of new requirements to provide vitamin D and calcium supplements

Purchased Services - \$1.9 million increase

- \$1.4 million increase in Children's Services in fee subsidy, to provide an additional 272 childcare spaces, for Year 1 Child Care Expansion Plan due to reallocation of funds from grants
- \$791,000 or 2.7% increase in waste management contracts which includes inflation, tonnage growth and an increase to address organics market pressures
- \$777,000 increase in road maintenance contracts with the Local Municipalities and Regional contracts, which also includes \$100,000 for 3 new red light cameras in 2019
- \$467,000 increase for Municipal Property Assessment Corporation (MPAC) fees based on reassessment and cost increases
- \$160,000 increase in IT for equipment and software maintenance and computing services mainly based on actual trends
- \$150,000 increase for one-time professional services for modernizing inventory management and updating the Purchasing Business Plan (funded from reserve)
- \$141,000 increase in Housing Services for new funding related to the Community Homelessness Prevention Initiative (CHPI) program for temporary support and Affordable Housing Halton
- \$51,000 increase in Employment & Social Services due to additional Provincial funding for temporary support in Youth Job Connection (YJC).
- \$46,000 increase in Children's Services for new Ministry of Education (EDU) funding for fee subsidy for Year 2 Child Care Expansion Plan.
- \$45,000 increase for Child Care Study funded from reserve
- \$43,000 increase in temporary employment agency assistance at the Halton Waste Management Site based on actual trends
- \$35,000 increase in Employment & Social Services mainly for Interpreter's fees in Ontario Works (OW) based on demand
- (\$44,000) decrease due to Starter Company Plus provincially funded program ending March 31, 2019
- (\$99,000) decrease in Services for Seniors for physiotherapy and occupational therapy resources no longer required as a result of the convalescent program ending
- (\$111,000) decrease Children's Services for temporary support based on actual trends (provincial funding).
- (\$111,000) decrease in Housing for Oakville Senior Citizen's Residence (OSCR) to remove one-time provincial funding.
- (\$117,000) decrease in Clinical Health Service in Harm Reduction Enhancement Program to offset increase in compensation and materials & supplies (strategic investment)
- (\$132,000) decrease in Immunization Services to offset 2.0 FTE Program Assistants and 1,350 PHN Relief Hours (strategic investment)
- (\$155,000) decrease for Housing programs (Survivors of Domestic Violence – Portable Housing Benefit Program (SDV-PHB), Investment in Affordable Housing – Strategic Investment Fund (IAH-SIF), Social Housing Improvement Program (SHIP), and Home for Good (HFG)), based on provincial funding
- (\$268,000) decrease in Housing related to one-time Building Condition Assessments (BCA's) costs for Housing Providers and Domiciliary Hostels (funded from reserves)
- (\$476,000) decrease for North Halton Mental Health Clinic due to services transferred to Halton Healthcare Services effective April 1, 2018
- (\$564,000) reduction in Children's Services for Early Learning & Child Care (ELCC) based on removal of one-time funding

Rents and Financial Expenses - \$100,000 decrease

- (\$500,000) decrease in vacancy property tax rebates to reflect the 100% phase-out planned for 2019 (Report No. FN-12-18 re: 2018 Tax Policy)
- \$405,000 increase in the tax write-offs to reflect the 7-year average actual expenses incurred

Grants and Assistance - \$762,000 increase

- \$1.0 million grant increase for NHMHC services transferred to Halton Healthcare Services effective April 1, 2018
- \$873,000 increase in Employment & Social Services for Ontario Works (OW) & Discretionary benefits based on demand and inflationary adjustments, which is fully funded by the Province
- \$800,000 increase in Children's Services for capital investment grants to community providers based on provincial funding.
- \$591,000 increase in Housing for rental assistance based on projected demand
- \$435,000 additional funding for the Conservation Authorities and Royal Botanical Garden
- \$395,000 increase in Housing for Investment in Affordable Housing for Ontario – 2014 Extension (IAH-E) Homeownership / Ontario Renovates.
- \$300,000 increase in Children's Services for new Ministry of Education funding for Year 2 Child Care Expansion Plan
- \$300,000 increase for Halton Region Community Investment Fund (HRCIF) enhancement (strategic investment)
- \$272,000 increase in Community Housing Partnership Initiative (CHPI) grants for emergency shelters, based on provincial funding.
- \$86,000 increase in Employment & Social Services for Food Voucher Program based on demand
- \$78,000 increase in Housing for new Anti-Human Trafficking program
- (\$45,000) decrease for Starter Company Plus provincially funded program ending March 31, 2019
- (\$60,000) decrease in Employment & Social Services for Subsidized Passes for Low Income Transit (SPLIT) Program based on lower demand
- (\$297,000) decrease in Housing primarily for Survivor's of Domestic Violence SDV-PHB (\$166,000) and Homes for Good HFG (\$131,000), based on provincial / federal funding
- (\$500,000) decrease for the final payment of the McMaster Grant as per CS-23-09/LPS-41-09 funded from reserve
- (\$545,000) decrease for Social Housing Providers primarily based on MHO indexing and renewed mortgage rates
- (\$1.4 million) decrease in Children's Services in Community Support mainly due to reallocation of Year 1 Child Care Expansion Plan to fee subsidy in Purchasing Services
- (\$1.5 million) decrease in Children's Services in Early Learning Child Care (ELCC) due to removal of one-time funding

Allocated Charges/Recoveries - \$1.1 million increase

- (\$58,000) increase in recoveries from Police Services related to services provided by the Region, such as HR, Regional Clerk and Regional Stores.
- (\$1.0 million) increase in recoveries from the rate-supported budget to realign support costs based on actual trends, and for increased IT software maintenance and support from the Regional stores

Corporate Support Charges/Recoveries - \$745,000 increase

- Increased recoveries from rate-supported programs for expanding needs, including additional resources acquired through the 2018 strategic investments

Transfers to Reserves - Operating - \$3.9 million decrease

- (\$4.0 million) decrease in Housing for IAH-SIF (\$1.9 million) and IAH-E (\$2.1 million) rental components, based on funding
- (\$129,000) decrease due to the elimination of rental revenue transfer of Bronte Harbour to the Town of Oakville effective April 14th, 2018 (LPS23-18)
- (\$112,000) decrease due the completion of the reserve repayment for the purchase of blue/black wheeled carts in waste management
- \$84,000 increase to provide funding for mobile equipment costs to the technology replacement reserve based on actual trends
- \$300,000 increase in transfers to the Workplace Safety Insurance Bureau (WSIB) reserve to more closely align with actuarial review

Transfers from Reserves - Operating - \$634,000 decrease

- \$500,000 one-time decrease for McMaster final payment (CS-23-09/LPS-41-09)
- \$268,000 decrease in Housing due to the removal of one-time expenditures related to BCA's for Social Housing Providers and Dom Hostels
- \$111,000 decrease in Housing due to the removal of one-time expenditures for Oakville Senior Citizen's Residence (OSCR) capital repairs.
- (\$50,000) increase in Children's Services for Child Care Study
- (\$52,000) one-time increase to fund technology program for new Regional Councillors
- (\$150,000) one-time increase in transfers to fund inventory management and purchasing business plan initiatives.

Capital Expenditures - \$2.2 million increase

- \$1.9 million increase to support the Roads State-of-Good-Repair capital program based on Regional Funding (\$1.0 million), increased Federal Gas Tax funding (\$659,000), and increased Roads Resurfacing program (\$273,000).
- \$380,000 increase to support the on-going Regional facilities state-of-good-repair capital program, purchase of new and replacement vehicles and equipment, and leasehold improvements for Employment Halton services (LPS76-16).
- \$220,000 increase to support corporate and program specific Technology capital requirements.
- \$272,000 increase to support the Emerald Ash Borer programs for Credit Valley Conservation (FN-26-15) and Conservation Halton (FN-19-17).
- (\$299,000) decrease to Services for Seniors due to the ending of the Production Kitchen payback (\$242,000) and reduction to the equipment replacement support due to new subsidies (\$57,000)
- (\$177,000) decrease to Public Health to reflect decreasing need for air quality monitoring including the transfer of the air quality monitoring station to the Ministry of Environment, Conservation and Parks (\$195,000) offset by an increase to support the Vaccine fridge replacement program (\$18,000)
- (\$72,000) decrease in Paramedic Services due to retirement of debt.

Revenues

The \$547.6 million total gross expenditures in the Tax Budget are funded from various sources as shown in the table below. In the 2019 Tax-Supported Budget, 49% of the total gross expenditures are funded from property taxes. The other 51% of the funding comes from provincial and federal subsidies, user fees, investment income and supplementary taxes.

\$000s	2019		2018
	\$	% of Total	% of Total
Property Tax Revenue	265,885	49%	48%
Provincial Subsidies	179,123	33%	32%
Investment Income	51,383	9%	10%
Program & Other Revenue	36,835	7%	7%
Federal Subsidies	7,921	1%	1%
Supplementary Taxes	6,500	1%	2%
Total Revenue	\$ 547,648	100%	100%

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

Tax Gross Operating Revenues By Funding Source				
\$000s	2019	2018	Change in Budget	
Property Tax Revenue	\$ 265,885	\$ 257,069	\$ 8,816	3.4%
Provincial Subsidies	179,123	181,249	(2,125)	(1.2)%
Investment Income	51,383	51,383	-	0.0%
Program & Other Revenue	36,835	36,029	806	2.2%
Federal Subsidies	7,921	7,272	649	8.9%
Supplementary Taxes	6,500	7,000	(500)	(7.1)%
Total Revenue	\$ 547,648	\$ 540,001	\$ 7,647	1.4%

Overall, for the 2019 budget, revenues are expected to increase by \$7.6 million or 1.4%. This includes an \$8.8 million increase in property taxes (including a property tax increase of 1.9% and assessment growth of 1.5%), a \$2.1 million decrease in provincial subsidies, no change in investment income, an additional \$806,000 in program fees and other revenues, a \$649,000 increase in federal subsidies, and a \$500,000 reduction in supplementary taxes as discussed below.

Provincial Subsidies - \$2.1 million decrease

Many of the Health and Social Services programs are cost-shared with senior levels of government. In total, \$179.1 million of provincial subsidies are included in the 2019 Tax Budget. The following table outlines the subsidy by program.

Provincial Subsidy Revenue By Program				
\$000s	2018	2019	Change in Budget	
Public Health Resources	\$ 2,939	\$ 3,028	\$ 89	3.0%
Healthy Environments & Communicable Disease	6,615	6,778	162	2.5%
Healthy Families	7,694	7,761	67	0.9%
Clinical Health Services	6,897	5,271	(1,626)	-23.6%
Paramedic Services	18,586	19,525	939	5.1%
Children's Services	61,834	61,076	(759)	-1.2%
Employment & Social Services	23,856	24,976	1,120	4.7%
Housing Services	17,138	13,621	(3,518)	-20.5%
Quality & Service Integration	-	222	222	0.0%
Services for Seniors	35,326	36,640	1,314	3.7%
Road Operations	100	100	-	0.0%
Economic Development	207	127	(81)	-38.9%
Heritage Services	56	-	(56)	-100.0%
Total	\$ 181,249	\$ 179,123	\$ (2,125)	-1.2%

The 2019 budget includes \$179.1 million of provincial subsidies, a decrease of \$2.1 million from the 2018 budget. This decrease is driven by reduced funding for:

- (\$3.5 million) decrease in Housing Services mainly due to removal of one-time funding of \$2.1 million for the Investment in Affordable Housing – Social Infrastructure Fund (IAH-SIF) and \$1.7 million for the Investment in Affordable Housing - 2014 Extension (IAH-E), partially offset by increase in CHIPI funding (\$645,000).
- (\$1.6 million) decrease in Clinical Health Services due to transfer of North Halton Mental Health Clinic (NHMHC) services to Halton Healthcare Services effective April 1, 2018 (\$1.8 million).
- (\$759,000) decrease in Children's Services mainly due to removal of one-time funding in ELCC (\$2.0 million) (SS-20-17) partially offset by subsidy increase for Child Care Expansion Plan Year II (\$400,000) and capital investment (\$800,000).

These subsidy reductions are partially offset by:

- \$1.3 million increase in Services for Seniors for changes in Case Mix Index, funding increase for Adult Day Services enhancements (\$151,000), and additional Registered Nursing funding to address complex client needs (\$318,000).
- \$1.1 million increase in Employment & Social Services primarily for OW benefits subsidy.
- \$939,000 increase in Paramedic Services to support program growth (\$550,000) and a strategic investments (\$389,000), which include 4.0 FTEs Paramedics, 3,946 relief hours and 1.0 FTE Operations Superintendent.
- \$520,000 increase in Public Health based on a 3% subsidy increase approved in 2018.
- \$222,000 increase in Quality & Service Integration to strengthen the department's ability to plan for, deliver and continually improve integrated human services.

Investment Income

The 2019 budget continues to include \$55.0 million of investment income as a source of revenue. Of the \$55.0 million, \$43.0 million of this revenue will be used to finance the Region's State-of-Good-Repair capital programs and the remaining \$12.0 million will be used to support the rate and tax-supported operating programs. As discussed in Report No. FN-30-18 (re: Investment Performance to August 31, 2018), it remains challenging to achieve the target investment earnings through interest revenues alone due to continued low investment yields in the market. The target budget has been achieved though capital gains that have materialized as a result of the Region's active investment portfolio management. While the Region's overall investment portfolio return is enhanced by realized capital gains, these revenues are one-time in nature and do not form part of the annual Operating Budget. Staff will continue to monitor investment earnings to determine whether any adjustment is required in future budgets.

Program Fees and Other Revenues - \$806,000 increase

The program-specific fees and charges are anticipated to be \$36.8 million in 2019, an \$806,000 increase. Fees are reviewed annually and adjusted as appropriate to reflect changes in quantities, inflation and other cost adjustments. The following table details the fees and other revenues (excluding Police Services) by major program. The most significant user fee revenues of \$14.1 million are those received from the residents of the Region's LTC homes.

Tax Program Fees & Other Revenues				
\$000s	2018	2019	Change in Budget	
Healthy Environments & Communicable Disease	57	57	-	0.0%
Clinical Health Services	79	67	(12)	-15.0%
Paramedic Services	11	13	2	18.0%
Children's Services	830	962	132	15.9%
Employment & Social Services	894	837	(57)	-6.4%
Housing Services	1,884	2,002	118	6.2%
Services for Seniors	13,933	14,117	184	1.3%
Planning	1,171	1,029	(141)	-12.1%
Economic Development	33	37	4	13.1%
Waste Management	7,088	7,228	140	2.0%
Road Operations	271	271	-	0.0%
Non Program	6,065	6,455	389	6.4%
Finance	981	981	-	0.0%
Legislative & Planning Services	2,713	2,760	47	1.7%
CAO's Office	18	18	-	0.0%
Total	\$ 36,029	\$ 36,835	\$ 806	2.2%

The key drivers of the \$806,000 increase in program fees and other revenues are:

- \$389,000 increase in Non Program mainly driven by higher *Provincial Offences Act* (POA) revenue
- \$184,000 increase in Services for Seniors primarily for basic and preferred accommodation revenue.
- \$140,000 increase in Waste Management for Resource Productivity & Recovery Authority (formerly WDO) blue box funding and recovery from the school board based on increased collection costs.
- \$132,000 increase in Children's Services for Regional Child Care Centre Fees.
- \$118,000 increase in Housing for HCHC administration fees.
- (\$57,000) decrease in Employment & Social Services for OW repayment and reimbursements based on actual trends.
- (\$141,000) decrease in Planning primarily due to the loss of rental revenue from Bronte Harbour due to its transfer to Town of Oakville effective April 14, 2018 offset by a transfer to reserve (LPS23-18).

The user fees and charges schedules associated with these programs are attached to Report No. FN-06-19 (re: 2019 Budget and Business Plan and Disposition of the 2018 Surplus).

Supplementary Taxes - \$500,000 decrease

Supplementary tax revenue is generated from additional assessment. Supplementary tax revenue is difficult to predict as this is dependent on the number of properties assessed by the Municipal Property Assessment Corporation (MPAC) and the level of growth within each of the Local Municipalities. For these reasons many municipalities choose not to budget or budget conservatively for supplementary tax revenue as a recurring source of revenue. Between 2000 and 2008 when growth was higher, the Region began to increase the budget for supplementary tax revenue to \$8.6 million. However, through the 2014 and 2015 budget process, the supplementary tax budget was reduced to \$8.1 million and to \$7.6 million, respectively, as the amount of supplementary taxes received by the Region has been declining since 2011. The 2018 budget for supplementary tax revenue was \$7.0 million, however the actual 7-year average of supplementary tax revenue received between 2011 and 2017 is \$6.5 million. Accordingly, the 2019 budget has been reduced by \$500,000 to \$6.5 million to reflect this 7-year average. Staff will continue to monitor supplementary tax to determine whether any further adjustments need to be made in future budgets.

Federal Subsidy - \$649,000 increase

The 2019 Tax-Supported Budget includes \$7.9 million of federal subsidy.

Federal Subsidy Revenue by Tax Supported Program				
\$000s	2018	2019	Change in Budget	
Healthy Families	\$ 90	\$ 90	\$ -	0.0%
Employment & Social Services	177	168	(10)	-5.5%
Housing Services	502	502	-	0.0%
Heritage Services	6	6	-	0.0%
Non Program (Gas Tax)	6,497	7,155	659	10.1%
Total	\$ 7,272	\$ 7,921	\$ 649	8.9%

The key drivers for the \$649,000 increase in federal subsidy are:

- \$659,000 increase in Non Program for additional Federal Gas Tax subsidy (FN-38-18 re: Federal Gas Tax Update)
- (\$10,000) reduction in Employment & Social Services for Halton Newcomer Strategy (HNS) based on a new agreement.

The Region is expected to receive a total of \$16.6 million in Gas Tax funding in 2019, which is \$659,000 higher than the funding received in 2018 in accordance with the Gas Tax Agreement. Of the total \$16.6 million, \$9.5 million will continue to be applied to the Rate-Supported Budget to help fund the Water and Wastewater State-of-Good-Repair capital program. The remaining \$7.1 million will be applied to the Transportation capital (\$6.1 million) and road resurfacing programs (\$1.0 million) in the Tax-Supported Budget.

2019 Strategic Investments

The 2019 Budget and Business Plan includes proposed strategic investments for several new initiatives as set out below. Additional information related to these initiatives is in the Strategic Investments section of this document.

2019 Tax Supported Strategic Investments								
Dept.	Division	Title	FTE	Relief Hrs	Gross Impact	Savings	Revenue	Tax Impact
HLT	Clinical Health Services	Immunization Services	2.0	1,350	\$ 132,400	\$ (132,400)	\$ -	\$ -
HLT	Clinical Health Services	Harm Reduction	1.0	-	117,500	(117,500)	-	-
HLT	Paramedic Services	Operations - Paramedics	4.0	3,946	677,500	-	(318,500)	359,000
HLT	Paramedic Services	Operations - Superintendent	1.0	-	149,100	-	(70,000)	79,100
SCS	Quality & Service Integration	Human Services Planning and Program Support	2.0	-	222,000	-	(222,000)	-
SCS	Services for Seniors	Client Support Worker / Day Program Assistant	2.0	-	155,500	-	(150,500)	5,000
SCS	Services for Seniors	Registered Nurse - Relief	-	5,689	318,000	-	(318,000)	-
SCS	Quality & Service Integration	Halton Region Community Investment Fund	-	-	300,000	-	-	300,000
FN	Purchasing Services & Stores	Senior Purchasing Analyst	1.0	-	128,000	-	-	128,000
FN	Information Technology	Project Manager & Business Analyst	2.0	-	255,600	-	-	255,600
CAO	Policy Integration & Communication	Digital Media Advisor	1.0	-	124,800	-	-	124,800
CAO	Business Planning & Corporate Initiatives	Data Analytics and Management Program	2.0	-	283,300	-	-	283,300
LPS	Asset Management	Project Manager I & Project Manager III	2.0	-	255,600	-	-	255,600
LPS	Planning Services	Intermediate Planner & Development Project Manager	2.0	-	232,800	-	-	232,800
Tax Total			22.0	10,985	\$ 3,352,100	\$ (249,900)	\$ (1,079,000)	\$ 2,023,200

- **Immunization Services – Program Assistants - \$132,000** Immunization Services is responsible for administering vaccines to students in both school-based and community clinics, enforcing immunization legislation, vaccine inventory management and distribution, and inspections of vaccine fridges at health care facilities. To achieve and maintain full compliance with the Ontario Public Health Standards (OPHS), Program Assistants are needed to support information and client record management on a permanent basis. The cost will be offset by reduced Purchased Services for temporary staff with no net Regional impact.
- **Harm Reduction – Public Health Nurse - \$118,000** In 2017, the Ministry of Health and Long-Term Care approved \$150,000 in ongoing, 100% funding to support an enhanced harm reduction program. This cannot be achieved without a sustainable staffing plan. Public Health Nurses (PHNs) have relevant skills to implement the enhanced harm reduction program. The cost will be offset by reduced purchased services for temporary staff, with no net Regional impact.
- **Paramedic Services – Paramedics - \$678,000** Paramedic Services' call volume is significantly higher than anticipated in the Paramedic Services 10-Year Master Plan (Report No. MO-14-15). Continual call volume increases are affecting the Paramedic Services division's ability to maintain service levels and meet response time targets. The addition of 4.0 FTE paramedics and 3,946 relief hours is required to meet the increased call volume and convert a 12 hours/day, 7 days/week ambulance to 24 hours/day, 7 days/week ambulance for the new south Milton station. Increased staffing would also address system pressures related to maintenance of response times, population growth, an aging population, and hospital offload delays. The cost will be offset by subsidy revenue of \$319,000, for a net tax impact of \$359,000.
- **Paramedic Services - Operations Superintendent - \$149,000** Providing adequate supervision of paramedics is an important factor in the division's ability to manage frontline operations and meet health and safety obligations as the employer. The recommended Paramedic to Operations Superintendent ratio is 20:1, and the current ratio in Halton is 24:1. Meeting this recommendation is required to ensure an appropriate number of supervisory staff members are in place to oversee paramedic staff, direct day-to-day-operations, monitor system performance, ensure the health and safety of assigned staff, manage Paramedic Services pressures, and deal with the increased workload and complexity of managing operations 24 hours/day. The cost will be offset by subsidy revenue of \$70,000, for a net tax impact of \$79,000.
- **Human Services Planning and Program Support - \$222,000** The Human Services Program Support Analysts are required to strengthen the departments' ability to move more toward integrated human services planning and program delivery. Resources are necessary in the areas of business and program analysis; program design; data management, analytics and research; assessment of federal and provincial policy initiatives; and liaison to key interdisciplinary tables. The 2 Analysts will be key to the Social and Community Services Department's multi-tier service model, digital strategy, and approach to information management. The cost will be offset by subsidy funding of \$222,000, requiring no net Regional impact.
- **Client Support Workers – Adult Day Program - \$156,000** Halton Region has been providing Adult Day Programs since 1988, and they are essential in the health care continuum for older adults. The Mississauga Halton Local Health Integration Network (MHLHIN) is responsible for assessing community health care needs and funding services. These permanent positions correspond to increased subsidy funding to the Region and are required to meet MHLHINs performance deliverables and client safety ratios. The MHLHIN conditions for this funding include providing a 4:1 client to staff ratio, with a minimum of 2 staff members per shift. This investment will be mostly offset by subsidy funding of \$151,000 for a net tax impact of \$5,000.
- **Registered Nurses (RN) - \$318,000** Increasing medical complexities of the Long-Term Care resident population require enhanced quality of care. The Ministry of Health provided funding to increase the registered staff hours in 2018. RNs also play a critical role in providing timely clinical assessments,

skilled nursing care, and anticipatory management of residents' changing conditions. RNs are responsible for developing resident care plans and the implementation of physician ordered treatment plans. The cost will be offset by subsidy revenue of \$318,000, for no net Regional impact.

- **Halton Region Community Investment Fund (HRCIF) - \$300,000** The HRCIF provides funding to non-profit human service programs which support the health, safety and well-being of Halton residents. In 2018, this included grants, initiatives and programs to support positive mental health, provide access to housing and prevent eviction, support the well-being of children, youth and older adults, increased access to food, and small capital grants. A further enhancement to the HRCIF will enable it to continue to respond to emerging priorities arising through community safety and well-being planning (CSWB) in partnership with the CSWB System Leadership Group.
- **Purchasing Services & Stores – Senior Purchasing Analyst - \$128,000** The Region provides required services through procured goods and contracted third party services. Procurement practices are changing to meet new market conditions. Several improvement initiatives are planned, including a new system to manage workflow and for enhanced evaluation processes, procedures, and vendor management. Ongoing support for continuous improvement will be required to ensure the Region follows best practices and is in compliance with the Purchasing By-Law.
- **Information Technology (IT) – Project Manager (PM) and Business Analyst (BA) - \$256,000** Given the increase in IT projects and assessment work, which reflects the organizations continued commitment to enhance process efficiency through automation, additional resources are required in this area. The new resources will provide support to deliver the digital transformation initiatives, projects identified in the customer service access strategy and other strategic business transformations.
- **Policy Integration & Communications – Digital Media Advisor - \$125,000** The Region's social media presence has grown to more than 22,000 followers, 10,000 downloads of the OneHalton app, 25,000 email subscribers, and 3.3 million annual visitors to halton.ca. To meet service demands, address the Region's *Accessibility for Ontarians with Disabilities Act* (AODA) website requirements, support the organization through a digital transformation, and deliver continuous improvements and enhancement alongside industry best practices, there is a need for an additional permanent Digital Media Advisor.
- **Business Planning & Corporate Initiatives – Data Analytics and Management Program - \$283,000** Halton Region collects, analyzes, and distributes data from and to many internal and external sources. How the information is collected, stored and distributed is increasing in variety, including big-data, structured and un-structured data and non-relational databases. A comprehensive data analytics and decision support program to collect, manage, integrate, share and reuse information is required to leverage its value and support the delivery of Halton's strategic priorities, this includes 2.0 FTEs, a Data Strategist and a Data Analytics Specialist.
- **Asset Management – Project Manager I & Project Manager III - \$256,000** Asset Management has seen a significant increase in demand for services. Capital replacement requirements continue to grow as building components age and new assets are added to the Region's portfolio. The project group provides project management services for all new and state-of-good-repair capital projects for Regional and HCHC facilities as well as new HRPS facilities. To respond to an increase in number of facilities and the demands of the state-of-good-repair program, there is a need for these additional positions.
- **Planning Services – Intermediate Planner & Development Project Manager - \$233,000** Development applications are growing in volume and complexity. This is compounded by additional requirements related to Bill 139, where municipalities must ensure greater care in documentation to avoid costly LPAT hearings. Despite significant process improvement efforts, these 2 additional positions are required.

10-Year Tax Operating Budget Forecast

The 2019 10-Year Operating Forecast for tax-supported services has been prepared to reflect updated assumptions for revenues and program costs. The forecast is largely consistent with that prepared as part of the 2018 budget, and was prepared based on the following key assumptions:

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

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

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

The 2019 budget continues to update and implement a number of strategic investments and financial plans approved by Council in prior years, which will also impact the forecast. These include the following:

- Waterfront Master Plans (LPS13-14, LPS54-15);
- Active Transportation Master Plan (PW-17-15);
- Paramedic Services Master Plan (MO-14-15);
- Regional Accommodation Plan (LPS112-15);
- Museum Master Plan (LSP62-14);
- Solid Waste Management Strategy (PW-22-17, PW-12-18);
- Comprehensive Housing Strategy (SS-21-13 re: Approval of Comprehensive Housing Strategy (2014-2024));
- Halton's Early Learning and Child Care Plan 2012-2015;
- Regional Advanced Traffic Management System (ATMS) (PW-10-18).

The following table sets out the 10-year Operating Forecast for tax-supported services. The tax forecast has been prepared based on current financing plans approved by Council to maintain existing levels of service. The financing plans will be further refined through the annual budget process to achieve tax increases at or below the rate of inflation for Regional services, consistent with Council priorities. The increases in the Police Services budget forecast are 3.9% for the years 2020 – 2023 before assessment growth.

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

\$000s	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Public Health Resources	\$ 2,435	\$ 2,485	\$ 2,575	\$ 2,662	\$ 2,743	\$ 2,828	\$ 2,919	\$ 3,008	\$ 3,098	\$ 3,190
Healthy Environments & Communicable Disease	4,544	4,665	4,792	4,911	5,034	5,172	5,318	5,459	5,607	5,758
Healthy Families	6,046	6,201	6,372	6,541	6,703	6,887	7,078	7,273	7,472	7,674
Clinical Health Services	3,221	3,306	3,403	3,498	3,589	3,686	3,790	3,890	3,986	4,094
Paramedic Services	21,334	22,267	23,234	24,754	25,861	27,449	28,448	29,324	30,230	31,151
Quality & Service Integration	7,021	7,182	7,337	7,496	7,658	7,827	7,997	8,174	8,365	8,623
Children's Services	10,395	10,646	10,884	11,129	11,370	11,618	11,879	12,138	12,400	12,668
Employment & Social Services	6,637	6,835	7,045	7,256	7,476	7,706	7,939	8,170	8,397	8,637
Housing Services	36,057	36,993	38,064	38,946	39,961	41,028	42,070	43,133	44,216	45,338
Services for Seniors	18,231	18,898	19,558	20,275	20,974	21,688	22,483	23,301	24,156	24,928
Planning	12,837	13,552	14,230	14,996	15,765	16,536	17,369	18,262	19,204	20,192
Economic Development	3,837	3,968	4,098	4,237	4,402	4,570	4,719	4,873	5,034	5,178
Waste Management	43,003	44,451	45,988	47,494	49,095	50,863	52,638	54,424	56,382	58,366
Road Operations	55,038	57,438	59,943	62,458	65,271	67,557	70,520	73,554	76,682	79,903
Non-Program & Financial Transactions	23,164	24,562	26,052	27,471	28,906	30,328	31,975	33,985	36,025	38,440
Boards & Agencies	12,085	12,537	12,994	13,443	13,943	14,436	15,000	15,565	16,130	16,686
Region:										
Net Expenditures	\$ 265,885	\$ 275,987	\$ 286,570	\$ 297,568	\$ 308,752	\$ 320,180	\$ 332,140	\$ 344,534	\$ 357,384	\$ 370,827
Regional Net Expenditure Change	3.4%	3.8%	3.8%	3.8%	3.8%	3.7%	3.7%	3.7%	3.7%	3.8%
Tax Impact (after assessment)	1.9%	2.3%	2.3%	2.3%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%
Halton Regional Police Service:										
Net Expenditures	\$ 155,383	\$ 161,510	\$ 167,868	\$ 174,414	\$ 181,255					
Tax Impact (after assessment)	2.0%	2.4%	2.4%	2.4%	2.4%					
Region Including Police:										
Net Expenditures	\$ 421,268	\$ 437,497	\$ 454,439	\$ 471,982	\$ 490,006					
Tax Impact (after assessment)	1.9%	2.3%	2.3%	2.3%	2.3%					
Assessment Growth Assumption	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%

Tax Budget Forecast as projected in the 2018 Budget

Regional Tax Impact (after assessment)	0.9%	2.3%	2.3%	2.3%	2.2%	2.2%	2.3%	2.2%	2.2%
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Tax Capital Budget and Forecast Overview

The table below provides a summary of the 2019 10-year tax capital program, including the Police capital program. The 10-year total is \$2.1 billion, with \$339.3 million allocated for 2019. Of the 2019 provision of \$339.3 million, \$312.1 million relates to the Regional program and \$27.2 million to the Police program. The 10-year program reflects the infrastructure staging plan prepared in anticipation of future Development Allocation Programs. It should be noted that growth-related capital programs will not proceed until the next Development Allocation Program is implemented.

2019 Capital Budget & Forecast											
Summary of Tax Capital Budget & Financing (\$000s)											
	Gross Cost	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Program Expenditures											
Transportation	\$ 1,673,272	\$ 276,564	\$ 242,679	\$ 132,748	\$ 135,701	\$ 95,737	\$ 129,148	\$ 217,682	\$ 118,445	\$ 205,670	\$ 118,898
Planning	165,961	20,582	29,994	12,470	14,169	13,319	14,949	13,219	22,719	12,020	12,520
Waste Management	42,998	3,356	2,050	1,705	2,075	12,226	2,814	15,633	1,335	532	1,272
Asset Management	74,329	3,916	8,058	3,959	32,847	3,619	3,262	3,707	4,043	4,193	6,725
Information Technology	47,322	5,256	5,098	5,046	3,638	4,601	5,156	4,933	4,051	4,543	5,001
Paramedic Services	23,824	1,400	1,338	1,740	1,646	3,383	5,231	2,503	1,945	2,289	2,349
Economic Development	8,000	-	-	8,000	-	-	-	-	-	-	-
Services for Seniors	6,500	650	650	650	650	650	650	650	650	650	650
Capital & Dev't Financing	4,678	305	814	610	305	305	305	814	610	305	305
Public Health	236	15	-	-	51	51	51	17	34	17	-
Children's Services	500	50	50	50	50	50	50	50	50	50	50
Police	80,626	27,243	6,198	5,490	6,025	10,968	4,597	4,687	5,638	5,742	4,038
Total	\$ 2,128,246	\$ 339,337	\$ 296,929	\$ 172,468	\$ 197,157	\$ 144,909	\$ 166,213	\$ 263,895	\$ 159,520	\$ 236,011	\$ 151,808
Financing											
Tax Reserves	\$ 1,172,367	\$ 176,790	\$ 156,261	\$ 103,033	\$ 127,406	\$ 90,118	\$ 95,097	\$ 147,363	\$ 88,553	\$ 115,740	\$ 72,006
Rate Reserves	12,562	530	934	445	7,824	515	455	437	482	494	445
Dev't Charges - Resid.	874,870	144,280	94,153	68,407	61,194	53,362	70,021	115,455	69,999	119,100	78,900
Dev't Charges - Non Res.	5,989	611	707	525	675	857	582	583	429	619	400
External Rcvry/Other	53,711	8,379	44,874	57	57	57	57	57	57	57	57
Debentures	8,747	8,747	-	-	-	-	-	-	-	-	-
Total	\$ 2,128,246	\$ 339,337	\$ 296,929	\$ 172,468	\$ 197,157	\$ 144,909	\$ 166,213	\$ 263,895	\$ 159,520	\$ 236,011	\$ 151,808

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

2019 Tax Capital Budget

The 2019 Tax Capital Budget of \$339.3 million has increased \$20.8 million (6.5%) from the 2018 forecast, and the key drivers are:

- \$22.7 million increase in the Transportation program mainly due to road resurfacing program being moved from the operating budget to the capital budget in order to better align the delivery of the state-of-good repair renewal/rehabilitation with other capital initiatives (\$9.7 million), the addition of the Design of the Wyecroft Road extension (\$8.3 million), and increases to Intelligent Transportation System Implementation (\$2.5 million) and the LED Streetlight Replacement Program (\$2.4 million)

The following highlights significant projects in the 2019 Capital Budget.

- **\$276.6 million 2019 Transportation capital program** includes:
 - \$108.5 million for Dundas Street – Widening 4 to 6 lanes from Halton/Hamilton Boundary to Appleby Line (including improvements at Brant St.) and Tremaine Rd to Bronte Rd, Bronte Creek Bridge Between Appleby Line and Tremaine Rd and Grade Separation at CNR crossing between Appleby Line and Tremaine Rd
 - \$59.8 million William Halton Parkway – Widening 2 to 4 lanes from Old Bronte Road to Hospital Gate, New 4 lane bridge over 16 Mile Creek and New 4 lane road from 16 Mile Creek to Neyagawa
 - \$48.8 million Britannia Road – Widening from 2 to 4 lanes from Regional Road 25 to James Snow Parkway and from 4 to 6 lanes from Regional Road 25 to Highway 407
 - \$10.6 million Roads Resurfacing and Related Works
 - \$8.3 million Wyecroft Road Extension – Design of a New 4 lane road between Bronte Road and Burloak Drive, including the bridge crossing
- **\$20.6 million 2019 Planning capital program** is \$6.1 million higher than the 2019 forecast included in the 2018 budget primarily due to the increase to the Burlington Beach Land acquisition offset by the deferral of the Burlington Beach construction to 2020
- **\$3.9 million 2019 Asset Management capital program** is \$0.7 million lower than the 2019 forecast included in the 2018 budget due to extended lifecycle replacement requirements at the Halton Regional Centre and other Regional facilities based on ongoing preventive facility maintenance activities This program includes ongoing building rehabilitation and upgrade needs for all of the Regional facilities, including the LTC facilities and Paramedic Services facilities based on BCAs.
- **\$3.3 million 2019 Waste Management capital program** is \$0.6 million higher than the 2019 forecast included in the 2018 budget mainly due to increased costs for vehicle replacement and design and construction for the HWMS Optimization implementation (PW-12-18).
- **\$5.3 million 2019 IT capital program** is \$0.4 million higher than the 2019 forecast included in the 2018 budget due to investments related to the implementation of the Enterprise WorkForce Management – Paramedic Services, Immunization, Emergency Mass Notification System and Health Electronic Records. This program includes ongoing maintenance of IT assets, including software licensing, software and hardware upgrades/replacements.
- **\$1.4 million 2019 Paramedic Services capital program** is \$0.4 million lower than the 2019 forecast included in the 2018 budget mainly due to the removal of spare vehicles from the forecast.

- **\$27.2 million 2019 Police capital program** is \$0.2 million higher than the 2019 forecast included in the 2018 budget due to an increase in technology and operating equipment needs offset by reductions in vehicles and facilities.

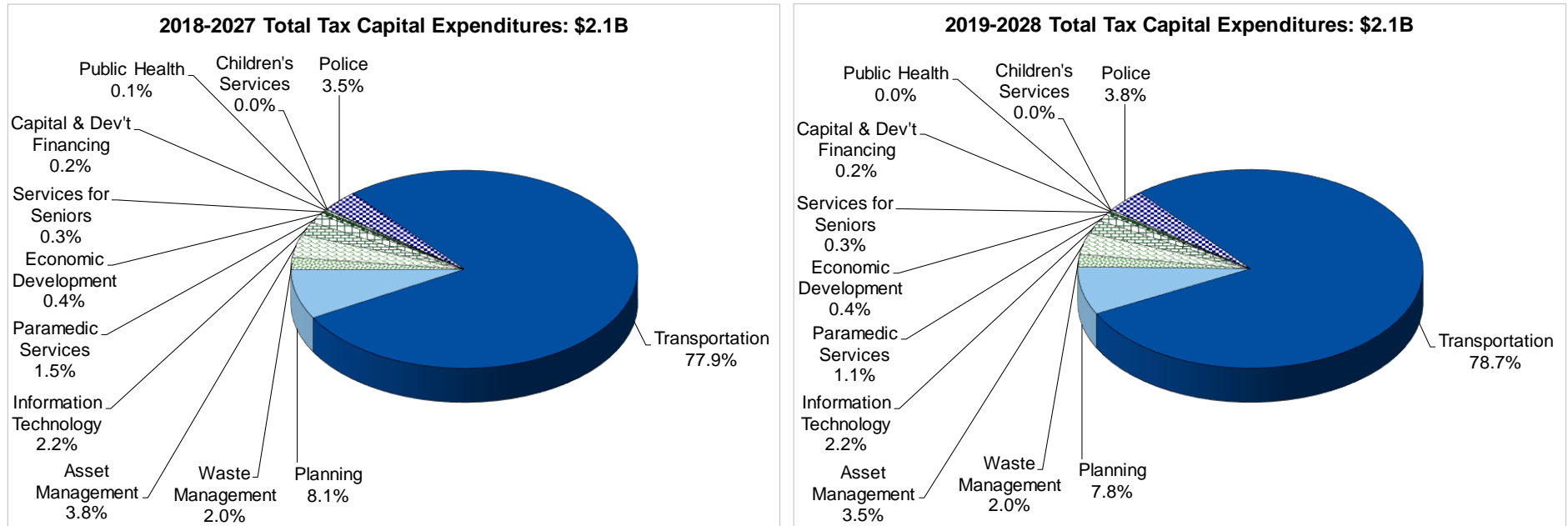
The following table summarizes the 10 largest tax capital projects budgeted for 2019. These projects account for 84.0% (\$285.1 million) of the \$339.3 million total cost in 2019.

2019 Capital Budget & Forecast Top 10 Largest Tax Capital Expenditures in 2019 (\$Millions)		
Program	Project Descriptions	Cost
Roads	Dundas Street - Widening - Bronte Road to Halton/Hamilton Boundary (4 to 6 Lanes), and Grade Separation	\$ 108.5
Roads	William Halton Parkway - Widening - Old Bronte Road to Hospital Gate (2 to 4 Lanes) and new 4 lane road Sixteen Mile Creek to Neyagawa Blvd and Bridge	59.8
Roads	Britannia Road - Widening - Regional Road 25 to Highway 407 (2 to 6 Lanes)	48.8
Tax	Police District 1 - Consolidated Facility	20.7
Roads	Road Resurfacing & Related Works	10.6
Tax	Assisted Housing Development	9.8
Tax	Burlington Waterfront Master Plan Implementation	8.5
Roads	Wyecroft Road Extension (new 4-lanes) Bronte Road and Burloak Drive (OAK)	8.3
Roads	Upper Middle Road - Intersection Improvements	5.3
Roads	Winston Churchill Boulevard - Reconstruction - Credit Valley Bridge to 17 Side Road and 5 Side Road to 10 Side Road and Widening Hwy 401 to Steeles Ave (4 to 6 Lanes)	4.8
Total		\$ 285.1

Schedule may not add due to rounding.

10-Year Capital Budget and Forecast

The following charts provide a breakdown of the 2019 Tax Capital Budget and forecast compared to the 2018 Budget and Forecast.



The 2019 10-year tax capital program (2019 to 2028) totals \$2.1 billion. This is \$67.9 million (3.3%) higher than the 2018 program, due mainly to a \$67.3 million increase in Transportation, and a \$8.3 million increase in Police as highlighted below. Details of the 2019 Capital Budget and the 10-year Forecast (2019-2028) are contained in the Capital Budget section of this document.

As illustrated above, a significant portion of the 2019 10-year program continues to be committed to the Transportation programs. As noted earlier, the transportation capital projects related to the 2012 Development Allocation Program have all been moved into an implementation stage, and the Region has developed the infrastructure staging plan in anticipation of the next Development Allocation Program. As discussed in FN-34-17, the development program will not proceed without the next Development Allocation Program's approval by Regional Council.

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

- **\$1.7 billion 10-year Transportation capital program** consists of \$1.2 billion for the Development-related program, \$432.4 million for the State-of-Good-Repair program (Non-development). The 10-year program in 2019 is \$67.3 million higher than the 2018 program as a result of the road resurfacing program being moved from the operating budget to the capital budget in order to better align the delivery of the state-of-good repair renewal/rehabilitation with other capital initiatives. The 10-year program provides significant road widening, new road, and grade separation programs, which include the Active Transportation and Advanced Traffic Management System (ATMS). The 10-year program includes:
 - \$182.0 million for Regional Road 25
 - \$176.8 million for Dundas Street
 - \$175.9 million for Trafalgar Road
 - \$144.9 million for Tremaine Road
 - \$123.9 million for Steeles Avenue
 - \$119.8 million for Upper Middle Road
 - \$84.9 million for Road Resurfacing and Related Works
 - \$70.5 million for James Snow Parkway

- **\$166.0 million 10-year Planning capital program** is \$0.3 million lower than the 2018 program mainly due the \$3.8 million decrease in Housing (one-time funding commitment of IAH-E and IAH-SIF funding for Assisted Housing in 2018 (\$4.8 million) offset by a net increase to the Regional Assisted Housing project (\$1.0 million), and a decrease to the Forest Management Program (\$0.4 million) due to equipment purchases no longer anticipated. This is offset by an increase related to land acquisition for the Burlington Beach Master Plan (\$2.8 million), an increase to Local Planning Appeal Tribunal (LPAT) and Other Hearing costs (\$0.9 million), and an increase to ROP Update & Implementation (\$0.2 million).

- **\$74.3 million 10-year Asset Management capital program** is \$3.8 million lower than the 2018 program primarily driven by the extended lifecycle replacement requirements at the Halton Regional Centre and other Regional facilities based on ongoing preventive facility maintenance activities.

- **\$43.0 million 10-year Waste Management capital program** is \$2.1 million higher than the 2018 program mainly due to the addition of the HWMS Optimization Implementation (PW-12-18).

- **\$47.3 million 10-year IT capital program** is \$2.7 million higher than the 2018 program mainly due to updated hardware and state-of- good-repair infrastructure costs based on lifecycle replacement and new software implementations. The IT program includes the ongoing maintenance of IT assets, including software licensing, software and hardware upgrades/replacements, as well as mobile strategy implementation and new software implementation including the Immunization (Pandora), Health Electronic Records, Emergency Mass Notification System, and WorkForce Management.

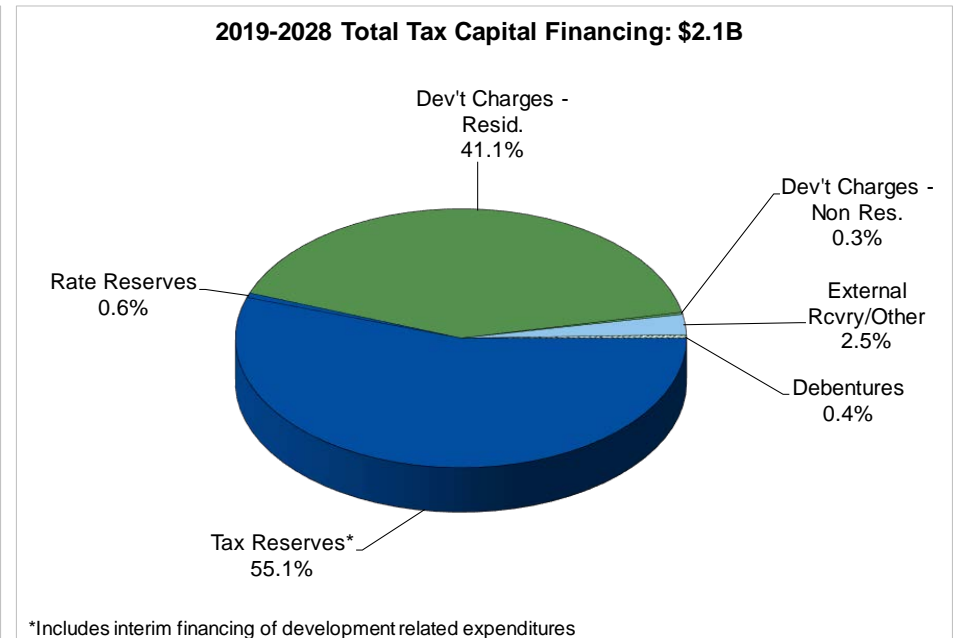
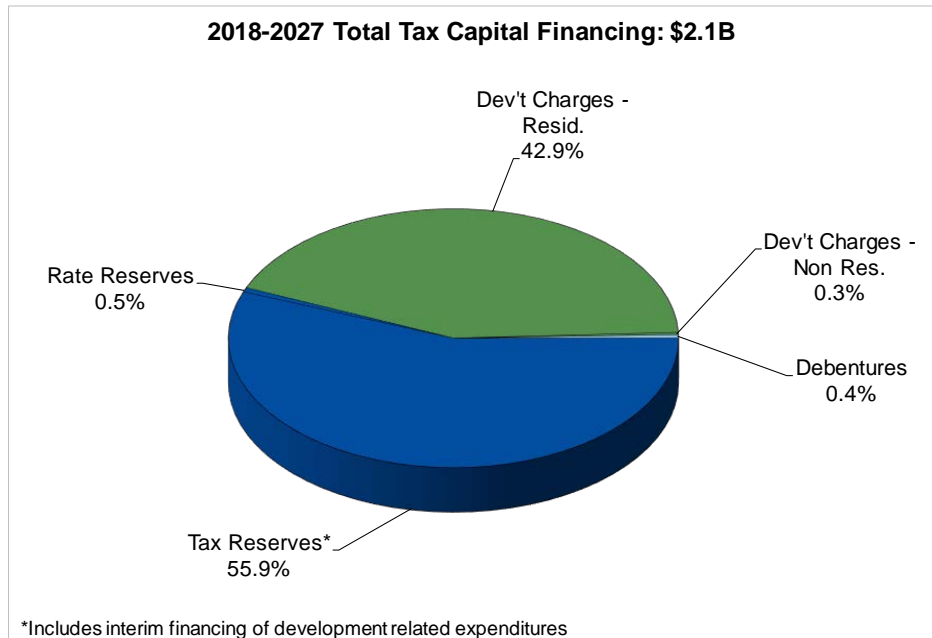
- **\$43.7 million 10-year other capital programs** provide Paramedic Services capital requirements to implement the Master Plan (MO-14-15) including stations, vehicles, equipment (defibrillation and power stretchers) (\$23.8 million), the Halton Heritage Centre (\$8.0 million), and the Long-Term Care facilities equipment replacement program (\$6.5 million). These capital programs are \$8.5 million lower than the 2018 10-year program mainly due to the new Paramedic Stations moving to the construction stage.

- **\$80.6 million 10-year Police capital program** is \$8.3 million higher than the 2018 program due mainly to the inclusion of the increased costs to the LTE Data Network implementation, inclusion of the CAD replacement project, and replacement of the Marine I Search and Rescue Vessel. The LTE implementation includes three main components; the LTE core which is the central point for management of all data flow through the LTE network, the

LTE data network consisting of tower mounted data transmitters, and LTE end-user equipment consisting of in-vehicle equipment and portable devices. The 2019 10-year program includes construction of the consolidated 1 District facility in 2019, technology upgrades, vehicle/equipment replacements and replacement provisions for the radio trunking infrastructure.

10-Year Tax Capital Financing

The following charts provide the financing structure for the 2019 Tax Capital Budget and forecast compared to the 2018 budget.



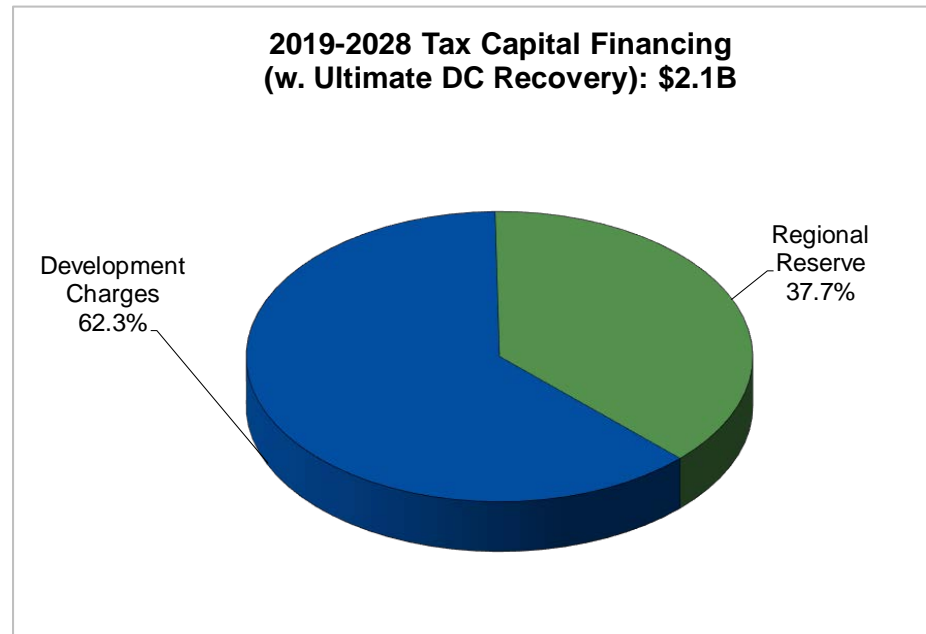
As shown in the charts above, DCs (41.4%) and the Tax Capital Reserves including contributions from the Operating Budget and Gas Tax funding (55.1%), continue to be the main sources of financing for the 2019 10-year tax-supported capital program.

The goal of the financing strategy for the tax capital program is to utilize tax reserves (including Gas Tax) for ongoing/recurring lifecycle costs and replacement of existing assets. The tax reserves are replenished by contributions from the operating budget, interest earnings and year-end surplus distribution. As noted earlier, in order to address the rising State-of-Good-Repair capital program needs based on Public Works Asset Management Strategy (PW-28-17) and updated costs, the operating transfer for the Transportation State-of-Good Repair capital program has been increased by \$1.9 million from the 2018 budget.

The Tax Capital Reserve is also utilized to provide interim financing for the non-residential growth share of the Transportation Capital Program in accordance with the Development Financing Plan (CS-20-12 re: 2012-2020 Development Financing Plan), which is the framework being utilized to develop the 2019 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 2018, the Region's investment from the Tax Capital Reserve is anticipated to be \$120.9 million. This Regional investment will be fully recovered (including interest) from the collection of DCs as non-residential development proceeds in the future.

Residential DC's are used to fund all of the capital costs serving residential growth in accordance with the Development Financing Plan (CS-20-12). The 2019 Budget and Forecast includes a total of \$8.7 million in debt financing over the next 10-years to accommodate the new District 1 in Georgetown and Milton. Debt is issued mainly for major upgrade/replacement and capacity expansion infrastructure where required. Debt used to finance growth-related costs such as the Police Facility will be recovered from future DCs as noted above.

The following chart illustrates the ultimate funding shares when the Region's interim financing provided for non-residential growth infrastructure (e.g. Transportation) as well as debt issued for the Police facility program are recovered from future DCs as discussed above. Out of the total \$2.1 billion, \$801.5 million (37.7%) is related to the State-of-Good-Repair capital program and the balance of \$1.3 billion (62.3%) is related to servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (62.3%) and the state-of-good-repair program will be funded by the reserves (37.7%) supported by tax.



Health Department

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

Budget Impacts

The 2019 Health Budget reflects a net decrease of \$153,000 or 0.4%. This decrease in the budget primarily relates to the transfer of North Halton Mental Health Clinic (NHMHC) services and 21 FTE to Halton Healthcare Services effective April 1, 2018 (MO-33-17) and the Regional funding for these programs being transferred to the Boards and Agencies section of the Budget. This decrease is partially offset by inflationary adjustments and strategic investment in Paramedic Services for additional paramedics and an operations superintendent to address significant call volume pressures. Also reflected in the Health Department budget is realignment of Public Health staff resources and subsidies among divisions in response to provincial requirements as per Report No. MO-30-17 (re: Enforcement of the *Immunization of School Pupils Act*) and as part of continued resource optimization given growing subsidy shortfalls.

The following table outlines the overall net impact change for Health divisions.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019 - 2018	
Health Department								
Public Health Resources	\$ 4,583	\$ 880	\$ 5,463	\$ (3,028)	\$ 2,435	\$ 2,391	\$ 44	1.9%
Healthy Environments & Communicable Disease	8,613	2,766	11,379	(6,835)	4,544	4,575	(31)	-0.7%
Healthy Families	10,686	3,211	13,897	(7,851)	6,046	5,877	169	2.9%
Clinical Health Services	6,367	2,193	8,559	(5,338)	3,221	4,454	(1,232)	-27.7%
Public Health Total	30,248	9,050	39,298	(23,052)	16,246	17,297	(1,050)	-6.1%
Paramedic Services	32,300	8,573	40,872	(19,538)	21,334	20,437	897	4.4%
Total	\$ 62,548	\$ 17,622	\$ 80,171	\$ (42,590)	\$ 37,581	\$ 37,733	\$ (153)	-0.4%
2018 Budget	\$ 62,867	\$ 17,834	\$ 80,702	\$ (42,968)	\$ 37,733			
\$ Change	(319)	(212)	(531)	378	(153)			
% Change	-0.5%	-1.2%	-0.7%	-0.9%	-0.4%			
FTE					441	454	-13	-2.9%
Relief Hours					86,339	76,720	9,619	12.5%

Schedule may not add due to rounding.

Of the 0.4% net decrease in the Health Department budget, Public Health, excluding North Halton Mental Health Clinic which has been transferred to Halton Healthcare Services, is increasing by \$407,000 or 2.6%. As per table below, the net impact change, including the net reduction of \$1.5M to reflect the budget for North Halton Mental Health being transferred to the Boards and Agencies section of the Budget, outlines the overall reduction of \$1.05M.

	2018	2019	Change	
Public Health	Approved Budget	Requested Budget	2019 - 2018	
Total Gross Expenditures	\$ 38,359	\$ 39,298	\$ 939	2.4%
Subsidy Revenue	(22,385)	(22,928)	(542)	2.4%
Other Revenue	(134)	(124)	10	-7.5%
Net Program Expenditures	\$ 15,840	\$ 16,246	\$ 407	2.6%
North Halton Mental Health Clinic (excluded)	1,457	-	(1,457)	-100.0%
Net Program Expenditures	\$ 17,297	\$ 16,246	\$ (1,050)	-6.1%

As shown in the table above, the gross expenditures of the Public Health programs are increasing by 2.4%, which includes inflationary increases being partially offset by savings and a removal of capital financing for the Air Quality Monitoring Station that is no longer required. The budget also includes a strategic investment for 3.0 FTE which are funded by reductions in various operating expenditures. The provincial funding is increasing by 2.4% (\$542,000) which is mainly due to the \$520,000 or 3% subsidy increase approved in 2018 for cost-shared public-health programs that was not anticipated in the 2018 budget.

Health funding is discussed in further detail in the Executive Summary section of the budget book.

Public Health Resources

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

Budget Impacts

The 2019 budget reflects a net increase of \$44,000 or 1.9%, primarily due to inflationary adjustments.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019 - 2018	
Public Health Surveillance & Evaluation	\$ 1,546	\$ 63	\$ 1,609	\$ (933)	\$ 677	\$ 651	\$ 25	3.9%
Professional Support	2,846	782	3,628	(2,095)	1,533	1,503	30	2.0%
Physician Recruitment	191	35	226	-	226	236	(11)	-4.6%
Total	\$ 4,583	\$ 880	\$ 5,463	\$ (3,028)	\$ 2,435	\$ 2,391	\$ 44	1.9%
2018 Budget	\$ 4,473	\$ 857	\$ 5,330	\$ (2,939)	\$ 2,391			
\$ Change	110	23	133	(89)	44			
% Change	2.5%	2.6%	2.5%	3.0%	1.9%			
FTE					25	25	0	0.0%

Schedule may not add due to rounding.

Public Health Surveillance & Evaluation provides population health assessment, surveillance, program planning and evaluation, epidemiologic consulting services, health equity consultations, and staff capacity building to address health equity as part of program planning and delivery. In 2019, the primary focus for this team is supporting the roll-out of a new public health planning framework aimed at ensuring compliance with the new Ontario Public Health Standards (OPHS) while also supporting quality improvement, prioritization, and performance monitoring across all public health programs. In addition, data and decision support will be provided to community safety and well-being planning in Halton by working with stakeholders and their data holdings. Public Health Surveillance & Evaluation creates or updates health indicator and status reports annually that support public health program decisions. Using population health data allows the Health Department to target programs and services to populations with the greatest need; target health resources to the most important health problems in Halton; respond quickly to emerging public health issues; and engage the public and communities to take action to improve health. The 2019 budget has increased by \$25,000 or 3.9% due to inflationary adjustments partially offset by increased subsidies due to a 3% subsidy increase approved in 2018.

Public Health Surveillance & Evaluation	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Health Indicator and Health Status Reports Updated or Created	39	31	26	20	15

Professional Support provides public health and preventive medicine consultations, including communicable disease investigation and outbreak management, through the Medical Officer of Health and Associate Medical Officers of Health to all public health programs relating to the Ontario Public Health Standards (OPHS), and supports collaborations with community partners on public health matters. Professional support staff guide continuous quality improvements including supporting evidence informed decision making, promoting best practices, assisting programs with operational planning and compliance with applicable legislation.

In 2019, efforts will continue to ensure compliance with the new OPHS and Accountability Framework for public health programs by conducting reviews and addressing gaps. Monitoring and responding to further developments with changes in provincial policy decisions will also be a key area of focus for 2019. The budget for Professional Support includes facility-related costs for the public health clinic sites in Halton Region. The 2019 budget has increased by \$30,000 or 2.0% due to inflationary adjustments partially offset by increased subsidies due to a 3% subsidy increase approved in 2018.

Physician Recruitment undertakes a comprehensive Halton-wide strategy that includes the engagement, recruitment and retention of physicians. A thorough program review is planned for 2019 to recommend updates, efficiencies, enhancements and program design improvements that will build on outreach with physicians and respond to changing needs. A second Continuing Medical Education (CME) event is planned for 2019 to further strengthen the department's relationship with local physicians, while fostering a culture of physician learning in the field of Public Health. Halton is actively marketed to prospective physicians to ensure a strong family medicine presence in the community. Halton's population growth, coupled with future physician retirements and changing physician practice patterns, indicates that the need for new physicians will continue. In 2019, the projected number of family physicians recruited to Halton is 15. There continues to be a downward trend in the number of family physicians recruited due to the ongoing shift to increase alternate recruitment supports. The 2019 budget is decreasing by \$11,000 or 4.6% in various operating expenditures.

Physician Recruitment	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Family Physicians Recruited to Halton who have Primary Care Community Practices	25	22	17	17	15

Healthy Environments & Communicable Disease

The Healthy Environments and Communicable Disease division works to prevent the spread of communicable and vector-borne diseases as well as identify, assess and manage health hazards in the community. The division also inspects regulated premises (such as restaurants, daycares, pools and personal service settings), manages suspected rabies exposures, maintains public health emergency management program, and enforces tobacco control legislation including vaping and cannabis.

Budget Impacts

The 2019 budget reflects a net decrease of \$31,000 or 0.7% primarily due to removal of capital financing for the Air Quality Program and increased subsidies due to a 3% subsidy increase approved in 2018.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019 - 2018	
Healthy Environments and Communicable Disease								
Communicable Disease Control	\$ 2,425	\$ 771	\$ 3,196	\$ (1,916)	\$ 1,280	\$ 1,216	\$ 64	5.3%
Food Safety Inspections	2,349	778	3,127	(1,797)	1,330	\$ 1,256	73	5.8%
Enteric and Vector-Borne Diseases	1,773	537	2,311	(1,388)	923	\$ 874	50	5.7%
Health Hazard Prevention & Control	1,755	584	2,339	(1,340)	999	\$ 1,205	(207)	-17.1%
Smoke Free Ontario Enforcement	311	95	407	(395)	12	\$ 24	(12)	-50.0%
Total	\$ 8,613	\$ 2,766	\$ 11,379	\$ (6,835)	\$ 4,544	\$ 4,575	\$ (31)	-0.7%
2018 Budget	\$ 8,344	\$ 2,904	\$ 11,248	\$ (6,672)	\$ 4,575			
\$ Change	269	(138)	131	(162)	(31)			
% Change	3.2%	-4.7%	1.2%	2.4%	-0.7%			
FTE					67	67	0	0.0%

Schedule may not add due to rounding.

Communicable Disease Control responds to reports of communicable disease by providing education and advice to clients, physicians, Long-Term Care (LTC) homes, hospitals and child care facilities. The program also manages respiratory outbreaks and educates the public and health care partners about infection prevention and control as well as emerging illnesses. In addition, staff is responsible for investigating all complaints regarding infection prevention and control practices at premises such as personal service settings, e.g., spas, tattoo parlors and salons, and regulated health professionals' setting such as dentists' and doctors' offices. Certain communicable diseases such as tuberculosis (TB) can sometimes require staff to follow-up with a large number of contacts. This is reflected in the table below where there is no consistent trend in the annual number of TB cases and contact investigations. The 2019 budget reflects a net increase of \$64,000 or 5.3%, mainly due to inflationary increases partially offset by a 3% increase in cost-shared subsidy approved in 2018.

Communicable Disease Control	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Respiratory Outbreaks Investigated at Institutions (LTCHs, Rest and Retirement Homes, Hospitals, Daycares)	69	82	78	75	75
Number of TB Case Investigations	11	28	31	15	20
Number of TB Contact Investigations	444	312	83	250	300

Food Safety Inspection is responsible for reducing the incidents of food-borne illness by conducting inspections and risk assessments of more than 7,000 food premises. As noted in the table below, food handler training is provided to more than 2,000 food establishment operators and staff annually. The Food Safety team also responds to food safety related complaints and promotes safe food handling practices. Staff is currently working to enhance the food safety disclosure program to incorporate mandated changes on the information required to be posted at inspected premises. In addition, disclosure of inspections and investigations in other program areas such as pools, daycares, spas, personal settings, etc., will be implemented in 2019, as per the Ontario Public Health Standards: Requirements for Programs, Services and Accountability. Special events in Halton continue to grow in popularity, and public health inspectors pre-approve and inspect food vendors at all major events. The 2019 budget reflects a net increase of \$73,000 or 5.8%, primarily driven by inflationary increases. The 2019 budget also includes a 3% increase in cost-shared subsidy approved in 2018.

Food Safety Inspection	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Food Handlers Certified	2,146	2,031	1,926	2,000	2,000
Percent of Required Inspections of High Risk Food Premises Completed	100%	100%	100%	100%	100%
Number of Inspections of High Risk Food Premises Completed	1,906	1,924	1,971	1,920	1,940
Number of Inspections of Food Premises Completed	4,975	5,076	5,233	5,050	5,100
Number of Special Event Inspections	1,104	915	1,036	1,100	1,120

Enteric and Vector-borne Disease responds to all reports of enteric disease and outbreaks; provides related education and advice to clients, physicians, LTC homes, hospitals and daycare centres; and inspects all personal service settings, including salons and spas. As shown in the following table, the number of personal service setting inspections completed continues to rise with the growth in the number of new establishments. This team also manages the vector-borne disease program, which includes monitoring for mosquito and tick-related illnesses (e.g., West Nile virus and Lyme disease). Included in this program is the coordination of mitigation activities such as surveillance of 300 standing water sites as part of the West Nile virus program; surveillance for black-legged ticks for Lyme disease; and monitoring for other emerging vector borne diseases such as Zika virus. The 2019 budget has increased by \$50,000 or 5.7%, mainly due to inflationary increases and increased subsidies due to a 3% increase in cost-shared subsidy approved in 2018.

Enteric and Vector-borne Diseases	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Inspections of Personal Service Settings Completed	706	735	740	790	800
Percent of Required Inspections of High Risk Personal Service Settings Completed	100%	100%	100%	100%	100%
Number of Enteric Outbreaks Investigated in Institutions (LTCHs, Rest and Retirement Homes, Hospitals, Daycares)	56	39	38	45	50
Number of Enteric Disease Investigations	377	403	386	375	380
Number of standing water fixed sites monitored for mosquitoes	270	263	273	300	300
Total number of larvicide applications to surface waters for WNV program	995	567	607	700	750

Health Hazard Prevention and Control inspects public recreational water facilities such as pools and spas, monitors beach water quality, inspects small drinking water systems, and provides education to private well owners regarding the testing and maintenance of their wells. The Health Hazard Prevention and Control team also works with community and government agencies to respond to health hazard complaints within 24 hours of receipt, and responds to suspected rabies exposure reports. The program area is also responsible for education and awareness of climate change issues, this includes email alerts regarding heat, cold and smog days throughout the year. As noted in the following table, the number of potential rabies exposures investigated remains consistent. Investigations of potential rabies exposures are especially important at this time, due to the ongoing raccoon rabies outbreak in Southern Ontario. The 2019 budget has decreased by \$207,000 or 17.1% primarily due to the decreasing need for air quality monitoring including the transfer of the air quality monitoring station to the Ministry of Environment, Conservation and Parks.

Health Hazard Prevention & Control	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Percent of Health Hazard Complaints Responded to Within 24 Hours of Receipt	99%	99%	100%	100%	100%
Percent of Class A Pools Inspected While in Operation	100%	100%	100%	100%	100%
Percent of Required Inspections of Spas Completed	98%	100%	100%	100%	100%
Number of Potential Rabies Exposures Investigated	993	1,013	1,118	1,050	1,075
Total Number of Environmental Alert Subscriptions (Heat, Cold and Smog)	928	1,755	2,258	3,100	3,250
Total number of special air quality statements issued	2	2	2	2	2
Total number of cold alerts issued	15	3	6	7	7
Total number of heat alerts issued	4	7	3	5	5

Smoke Free Ontario Enforcement works to prevent chronic diseases related to tobacco by enforcing legislation such as the *Smoke Free Ontario Act* (SFOA). As seen in the table below, staff routinely inspects and conducts compliance checks of premises that sell tobacco to ensure tobacco products are not sold to underage youth. In addition, the Ministry of Health and Long-Term Care has designated public health staff (i.e. public health inspectors in Halton) to enforce certain cannabis related provisions of the SFOA specifically, the restrictions on places of cannabis use. This was a policy decision announced in the fall of 2018 and therefore no funding has been forecast in the 2019 budget. Staff will report back to Council once the impacts of the Health Departments role with enforcement are better understood. The 2019 budget has decreased by \$12,000 or 50% due to savings in various expenditures.

Smoke Free Ontario Enforcement	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Percent of Tobacco Retailers Inspected Once per Year for Compliance with Display, Handling and Promotion Sections of the Smoke-Free Ontario Act (SFOA)	100%	100%	100%	100%	100%
Percent of Tobacco Vendors in Compliance with Youth Access Legislation at the Time of Last Inspection	99%	98%	98%	99%	99%

Healthy Families

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

Budget Impacts

The 2019 budget reflects a net increase of \$169,000 or 2.9% primarily due to inflationary adjustments.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019 - 2018	
Healthy Families								
Healthy Babies Healthy Children	\$ 2,704	\$ 768	\$ 3,472	\$ (1,874)	\$ 1,598	\$ 1,508	\$ 91	6.0%
Early Years	2,444	731	3,174	(1,840)	1,335	1,309	25	1.9%
Healthy Living	2,805	864	3,669	(2,106)	1,563	1,521	41	2.7%
School Years	2,733	849	3,582	(2,032)	1,550	1,539	11	0.7%
Total	\$ 10,686	\$ 3,211	\$ 13,897	\$ (7,851)	\$ 6,046	\$ 5,877	\$ 169	2.9%
2018 Budget	\$ 10,460	\$ 3,200	\$ 13,661	\$ (7,784)	\$ 5,877			
\$ Change	225	11	236	(67)	169			
% Change	2.1%	0.3%	1.7%	0.9%	2.9%			
FTE					92	92	0	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 start of school) who are identified with risk. The goal of the program is to optimize child growth and development and reduce health inequities. Program components include screening and assessment to identify families in need of service, home visiting and service coordination.

As shown in the following table, the number of Halton births screened is expected to increase to 4,300 in 2019 from 4,200 in 2018 due to improvements in provincial screening processes. 620 families with risk are expected to be assessed using an in-depth assessment in 2018 and also in 2019. With continued efforts

to identify and engage families with risk, the number of families supported through ongoing home visiting services is expected to increase from 275 in 2018 to 300 in 2019.

The subsidy has not increased for a number of years and the 2019 subsidy budget of \$1.9 million remains the same as in the 2018 budget. The Ministry of Children, Community and Social Services (previously the Ministry of Children and Youth Services) funding does not provide for increased service demands or inflationary pressures. As a result, the 2019 budget has increased by \$91,000 or 6% primarily due to inflationary cost adjustments.

Healthy Babies Healthy Children	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Halton births screened postpartum	4,202	4,104	4,171	4,200	4,300
Number of Families Receiving Blended Home Visiting	220	247	274	275	300
Percent of Halton births screened postpartum	75%	74%	76%	77%	78%
Number of Days from HBHC Referral to Home Visiting Public Health Nurse Assignment	46	35	22	21	21
Number of Healthy Babies Healthy Children In-depth Assessments Completed	620	678	675	620	620

Early Years promotes healthy growth and development of infants, young children and their families from planning a pregnancy through the transition to school. Priority issues addressed through community partnerships, skills development and capacity building include healthy pregnancies, breastfeeding, mental health promotion, parenting and injury prevention. Health equity is addressed through programs specific to those most in need, including the Halton Prenatal Nutrition Program which provides support to mothers living in conditions of risk to improve maternal-infant health, increase rates of healthy birth weight, and promote breastfeeding.

As shown in the following table, 1,800 Halton Prenatal Nutrition Program contacts are projected for 2019, an increase from the 1,700 contacts projected for 2018. This increase is mainly due to prenatal outreach. Parenting programs are provided to parents facing challenges or experiencing barriers to accessing other programs offered in the community. Neighbourhood groups are delivered weekly in communities where additional support is beneficial. They are delivered in partnership with other agencies so that families can access early learning and literacy, parenting and child health services in one location. Work with local hospitals continues in order to improve exclusive breastfeeding rates upon hospital discharge.

The 2019 budget has increased by \$25,000 or 1.9% due to inflationary cost adjustments partially offset by increased subsidies due to a 3% increase in cost-shared subsidy approved in 2018.

Early Years	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Contacts with Halton Prenatal Nutrition Program	1,769	1,771	1,825	1,700	1,800
Number of Parent Participants in Parenting Groups Including Series and Single Sessions	9,132	9,069	10,228	10,000	10,000
Percent of Newborns Born to Halton Mothers Breastfeeding Exclusively Upon Discharge (or at Three Days From Birth if a Home Birth)	64%	62%	58%	60%	65%

Healthy Living works with partners to reduce chronic diseases, preventable injuries and substance use in Halton. This program also promotes healthy growth and development through social media (Halton Parents) and telephone support. Issues addressed through population health approaches include healthy eating, physical activity, substance use, mental health promotion and the built environment. Initiatives focus on strengthening community capacity and action, and policy development. As shown in the table below, Facebook “likes” and Twitter followers have increased as families continue to demonstrate a preference for receiving information through social media channels. The 2019 budget has increased by \$41,000 or 2.7% due to inflationary cost adjustments partially offset by increased subsidies due to a 3% increase in cost-shared subsidy approved in 2018.

Healthy Living	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
HaltonParents Facebook - number of "likes"	3,384	5,377	6,661	8,500	9,000
HaltonParents Twitter - number of followers	6,707	7,517	8,196	8,500	9,000
Number of workplaces subscribing to monthly workplace wellness e-blast	163	228	216	220	220
Number of consultations to workplaces regarding workplace wellness issues	175	95	88	50	50

School Years delivers supports and services to improve the health of school aged children and youth through collaboration with all publicly funded school boards in alignment with the School Health Guideline (2018). Priority issues addressed through specific and universal supports include mental health promotion, substance use, healthy eating behaviours and concussions. Health equity is addressed through intensive supports to school communities identified in partnership with the boards of education. In the 2018/2019 school year, parenting supports for parents of school aged children will be enhanced in partnership with the school boards, and service to French speaking school boards will be enhanced. For 2019, the number of parents of children and youth receiving information is forecast to be reduced because of redevelopment of parenting work in schools. As shown in the table below, 25,000 consultations with educators, students, parents and community members to promote health are forecast for 2019.

The new Child Visual Health and Vision Screening Protocol was released by the Ministry of Health and Long-Term Care on March 20, 2018. Staff will collaborate with community organizations to increase uptake of vision screening for children in Senior Kindergarten, build awareness of the importance of visual health and vision screening, and facilitate access to visual health services when needed (Report MO-16-18).

The 2019 budget for School Years has increased by \$11,000 or 0.7% as a result of inflationary cost adjustments partially offset by increased subsidies due to a 3% increase in cost-shared subsidy approved in 2018.

School Years	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Parents of Children & Youth Receiving Parenting Information	2,709	2,132	1,193	2,500	1,800
Number of Consultations Provided to School Staff, Students and Parents Related to Promoting Health in the School-Aged Child	17,498	25,213	32,256	25,000	25,000
Number of School Clusters Receiving Service	16	17	17	17	18

Clinical Health Services

The Clinical Health Services division provides direct client services to improve health, promote wellness, and prevent illness and disease. The division is comprised of Immunizations, Sexual Health Services, Harm Reduction, Smoking Cessation, and Oral Health services. The division helps to prevent, control and support eradication efforts for vaccine-preventable diseases.

- Testing, treatment, screening, as well as case and contact management of sexually transmitted and blood-borne infections is conducted to reduce the spread of communicable disease.
- Contraception and other health promotion services are provided to reduce unplanned pregnancies.
- Harm reduction strategies reduce negative health effects from substance use to individuals and the community at large.
- Smoking cessation clinics provide residents with opportunities to quit smoking and reduce their risk of chronic diseases.
- Oral health screening, education and financial supports help prevent chronic disease related to poor oral health.

Budget Impacts

The 2019 budget reflects a net decrease of \$1.2 million or 27.7%, primarily due to the transfer of North Halton Mental Health Clinic (NHMHC) services to Halton Healthcare Services (effective April 1, 2018, as approved in Report No. MO-33-17), and the Regional funding for those programs being reflected in the Boards and Agencies section of the Budget. Without the NHMHC adjustment the Clinical Health Services budget is increasing 7.5% driven by strategic investments of 2.0 FTE Program Assistants and 1,350 relief hours for casual/temporary nursing staff to support Immunization Services, and 1.0 FTE with costs offset by savings in purchased services in the 100% funded Harm Reduction program, no net regional impact.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019 - 2018	
Clinical Health Services								
Sexual Health	\$ 2,229	\$ 788	\$ 3,017	\$ (1,745)	\$ 1,273	\$ 1,209	\$ 63	5.2%
Mental Health Treatment	-	-	-	-	-	1,457	(1,457)	-100.0%
Immunizations	2,203	803	3,006	(1,755)	1,251	1,158	93	8.0%
Oral Health	1,212	383	1,596	(1,233)	363	312	51	16.2%
Harm Reduction	722	218	940	(606)	335	317	18	5.7%
Total	\$ 6,367	\$ 2,193	\$ 8,559	\$ (5,338)	\$ 3,221	\$ 4,454	\$ (1,232)	-27.7%
2018 Budget	\$ 8,926	\$ 2,504	\$ 11,429	\$ (6,976)	\$ 4,454			
\$ Change	(2,559)	(311)	(2,870)	1,638	(1,232)			
% Change	-28.7%	-12.4%	-25.1%	-23.5%	-27.7%			
FTE					56	74	-18	-24.2%
Relief Hours					1,350	-	1,350	-

Schedule may not add due to rounding.

Sexual Health Services' clinics are located across Halton and provide contraception, pregnancy testing, sexually transmitted infection (STI) screening, treatment and case management. The 2019 budget reflects a net increase of \$63,000 or 5.2%, primarily due to inflationary adjustments partially offset by 3% increase in cost-shared subsidy approved in 2018. As noted in the table below, many cases of gonorrhea are not treated by community physicians according to recommended treatment guidelines. The program continues to work with physicians in Halton to educate them about best practice guidelines and facilitate appropriate treatment.

Sexual Health	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Client Visits - Sexual Health Clinics	4,789	5,354	5,460	4,000	4,000
Number of Sexually Transmitted Infections Cases Managed	1,067	1,317	1,305	1,500	1,500
Percent of confirmed Gonorrhea cases treated according to recommended Ontario treatment guidelines	n/a	64%	80%	65%	70%

Immunizations' services include vaccine distribution for all publicly-funded vaccines, cold chain inspections of fridges containing publicly funded vaccines, enforcement of the *Immunization of School Pupils Act* (ISPA) and the *Child Care Early Years Act* (CCEYA), as well as the administration of certain immunizations through the school-based program.

The 2019 budget reflects a net increase of \$93,000 or 8.0% mainly due to inflationary adjustments and increases in additional program resources to support the ISPA enforcement costs noted in MO-25-18. These pressures are partially offset by a 3% increase in cost-shared subsidy approved in 2018. As per Report No. MO-25-18 (re: Enforcement of the Immunization of School Pupils Act 2017-18), in the 2018-19 school year, the Health Department began expanding ISPA enforcement to elementary school children, starting with the 2010 birth cohort, in addition to all high school students. The table below shows an expected 89% compliance rate with mandatory school immunizations for 16-and-17-year-old students to be achieved through ISPA enforcement efforts, and an expected 65% compliance rate in the 7-and-8-year-old students in the 2018-19 school year. A program review was undertaken in 2018 to ensure the Health Department had a sustainable model to reach full compliance with ISPA and CCEYA.

The 2019 budget also reflects proposed strategic investments of 2.0 FTE Program Assistants and 1,350 Public Health Nurse relief hours for casual/temporary nursing staff to support Immunizations' services, which costs are offset through savings in purchased services, for no net regional impact.

The expanding scope of practice for pharmacists has made it easier than ever for Halton residents over the age of 5 to receive their influenza immunization. The Health Department expects to distribute 160,000 doses of influenza vaccine to health care providers in the 2018-19 flu season.

Immunizations	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Percent of all Students in Compliance with Immunization of School Pupils Act (ISPA) JK-12	n/a	60.0%	60.0%	60.0%	63.0%
Percent of 16/17 Year Old Students in Compliance with ISPA Requirements	88.8%	89.0%	86.0%	89.0%	89.0%
Percent of 7/8 Year Old Students in Compliance with ISPA Requirements	n/a	47.6%	63.0%	58.1%	65.0%
Number of HPV Doses Administered (School Year)	5,353	5,353	12,481	9,000	9,400
Number of Hep B doses Administered (School Year)	7,247	7,247	7,176	7,600	8,000
Number of Meningococcal conjugate A, C, Y, W	5,404	5,404	6,315	9,000	6,300
Number of Doses of Influenza Vaccine Distributed to Community Partners	149,147	111,334	160,208	160,000	160,000

Oral Health offers dental screening clinics in elementary schools, as per the Ontario Public Health Standards (OPHS), and client enrollment and navigation supports for the Healthy Smiles Ontario (HSO) program. The 2019 budget reflects a net increase of \$51,000 mainly due to inflationary increases.

The Health department offers dental screening in elementary schools to identify children who are in need of oral care. As seen in the table below, 18,500 children are projected to be screened for oral health in 2019. This role includes follow up to the dental screening process in elementary schools where the parents/guardians of children with urgent oral health needs are informed of their child's condition and the HSO program. If eligibility requirements for HSO are met, Health department staff will assist the parents/guardians with enrolment and finding a local dental office that may be accessed for treatment. A case management follow-up process is implemented once a child is identified with an urgent need, in order to ensure that all identified children receive oral health treatment.

Oral Health	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Children Screened for Oral Health in Elementary Schools (School Year)	18,539	21,664	18,475	18,500	18,500
# of children enrolled in Healthy Smiles Ontario (Emergency and Essential Services Stream and Preventative Services Only)	n/a	n/a	n/a	375	400

Harm Reduction strategies aim to lessen the negative impact of substance use. The scope of work consists of needle exchange, smoking cessation, and an opioids strategy consisting of three components. The strategy aims to enhance the opioid response based on local data and community needs, increase naloxone distribution to community organizations, police, and fire services, and develop an early warning system to identify and respond to a surge in opioid overdoses.

The 2019 budget reflects a net increase of \$18,000 or 5.7%, primarily due to inflationary increases partially offset by 3% in increased cost-shared subsidy approved in 2018. A strategic investment for 1.0 FTE Public Health Nurse in the 100% funded Harm Reduction Enhancement program is also included to respond to an increase in opioid misuse, fully offset by cost savings, with no net regional impact.

Harm Reduction	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of safe needles distributed by needle exchange for harm reduction	249,773	283,025	292,328	290,000	290,000
Number of client contacts - Needle Exchange Program	1,169	1,218	1,320	1,400	1,400
Number of Client Appointments - Smoking Cessation Clinic	783	778	1,004	820	820
Number of New Clients - Smoking Cessation	142	137	181	150	120

Paramedic Services

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

Budget Impacts

The 2019 Paramedic Services budget reflects a net increase of \$897,000 or 4.4%, as discussed below.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019 - 2018	
Paramedic Services								
Paramedic Care	\$ 32,300	\$ 8,573	\$ 40,872	\$ (19,538)	\$ 21,334	\$ 20,437	\$ 897	4.4%
Total	\$ 32,300	\$ 8,573	\$ 40,872	\$ (19,538)	\$ 21,334	\$ 20,437	\$ 897	4.4%
2018 Budget	\$ 30,664	\$ 8,369	\$ 39,034	\$ (18,597)	\$ 20,437			
\$ Change	1,635	203	1,839	(941)	897			
% Change	5.3%	2.4%	4.7%	5.1%	4.4%			
FTE					201	196	5	2.6%
Relief Hours					84,989	76,720	8,269	10.8%

Schedule may not add due to rounding.

Paramedic Care provides services from 12 stations with 26 emergency response vehicles. Annually, Paramedic Services responds to more than 50,000 calls and transports more than 32,000 patients.

As outlined in Report No. MO-13-18 (re: Paramedic Services Division Annual Update), over the past ten years (2008 to 2017) call volumes have increased by 75%. Call volume increased by 10.8% in 2017, and is anticipated to increase by a further 4% to 6% in 2018 and 2019 as shown in the table below.

The 2019 budget includes inflationary adjustments, a provision for an additional 4,323 relief hours to address call volume pressures, and an additional 5.0 FTE and 3,946 paramedic relief hours in proposed strategic investments. An increase of \$939,000 or 5.1% in subsidies is anticipated of which \$551,000 is to support program growth based on the MOHLTC funding formula and \$388,000 to support the proposed strategic investments.

Paramedic Care	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Patient Transports	27,959	29,806	32,105	34,400	35,776
Total Call Volume	42,881	46,374	51,389	53,500	55,640
Percent of Arrivals of Defibrillator on the Scene of Sudden Cardiac Arrest (SCA) within 6 Minutes - Target 55%	71.0%	68.0%	66.0%	55.0%	55.0%
Percent of Paramedic Arrival at Life Threatening Calls within 8 Minutes - Target 75%	76.0%	75.0%	72.0%	75.0%	75.0%
Percent of CTAS 2 Arrivals of Paramedics Within 10 Minutes - Target 75%	86.0%	86.0%	84.0%	85.0%	85.0%
Percent of CTAS 3 Arrivals of Paramedics Within 15 Minutes - Target 75%	93.0%	94.0%	93.0%	95.0%	95.0%
Percent of CTAS 4 Arrivals of Paramedics Within 20 Minutes - Target 75%	98.0%	97.0%	96.0%	99.0%	99.0%
Percent of CTAS 5 Arrivals of Paramedics Within 25 Minutes - Target 75%	99.0%	99.0%	99.0%	99.0%	99.0%
Total \$ Cost per Vehicle In-Service Hour	\$221	\$223	\$218	\$224	\$230
Number of PAD Devices Registered	555	557	567	650	675
Percent of Cardiac Arrest Patients that Receive Bystander CPR	41.5%	39.8%	44.0%	40.0%	40.0%
90th percentile transfer of care time (all Halton Hospitals) - target 30 minutes	0:48:58	0:43:57	0:48:37	0:40:00	0:40:00
Number of minutes Central Ambulance Communications Centre (CACC) processing time T0 - T2 at the 90th percentile - Target 2:00	2:50	3:02	3:21	2:50	3:00

Capital Budget & Forecast

Paramedic Services Capital Program							
(\$ Millions)	2019	2020	2021	2022	2023	2024 - 2028	Total
PS Master Plan	\$ 0.04	\$ -	\$ -	\$ -	\$ 0.15	\$ -	\$ 0.19
PS Vehicles	1.36	1.30	1.66	1.60	3.19	11.92	21.03
Defibrillators	-	0.04	0.08	0.04	0.04	2.40	2.61
Total	\$ 1.40	\$ 1.34	\$ 1.74	\$ 1.65	\$ 3.38	\$ 14.32	\$ 23.82

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

The Paramedic Services capital program includes \$23.8 million over the next 10 years, which is \$6.4 million lower than the 2018 10-year program, due mainly to the new Paramedic Services stations moving into construction in 2018, and two spare enhancement vehicles no longer required.

The 2019 Capital Budget and Forecast includes stations, vehicles, and defibrillators which have been updated from the 2015 Master Plan (MO-14-15) to reflect current needs. The proposed central reporting station and additional headquarters space requirements are included in the Asset Management capital budget as part of the long-term accommodation plan discussed in Report No. LPS112-15 (re: Regional Accommodation Plan). The 2019 budget includes \$0.04 million to update the 2015 Master Plan resourcing forecast for staffing and vehicles. The next 10 year Paramedic Services master plan study is planned for 2023.

The 2019 Capital Budget and Forecast includes \$21.0 million to purchase new and replacement vehicles, and power stretchers/lift systems for ambulances over the next 10 years. In 2019, the capital program includes \$1.36 million for vehicle replacements and new acquisitions (\$1.3 million), and new power stretchers and lift systems (\$51,000). Of the \$1.36 million, two vehicles (\$273,000) and one stretcher and lift system (\$51,000) is to support the proposed strategic investments. In addition to the capital items above, there is \$2.6 million to purchase new and replacement defibrillators over the next 10 years.

The Paramedic Services capital program is funded from reserves, which will be replenished from annual operating transfers. The 2019 budget includes capital financing (i.e., transfer to reserves) of \$3.3 million, which represents an \$81,000 decrease from the 2018 budget, mainly due to the retirement of debt.

Social & Community Services Department

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

Budget Impacts

The 2019 Social & Community Services budget reflects a net increase of \$868,000 or 1.1%. Included in the budget is a proposed strategic investment of \$300,000 recommended in the Halton Region Community Investment Fund (HRCIF). This increase will enable non-profit human service providers to enhance the health, well-being of a wide range of vulnerable residents. In addition, the 2019 budget includes strategic investment for additional resources to address the increasing medical complexities of the Long-Term Care Homes resident population and Adult Day Program participants and for 2.0 FTEs required to strengthen the department's ability to plan for and deliver integrated human services.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019 - 2018	
Social & Community Services								
Children's Services	\$ 69,450	\$ 2,982	\$ 72,432	\$ (62,037)	\$ 10,395	\$ 10,243	\$ 152	1.5%
Quality & Service Integration	6,348	895	7,243	(222)	7,021	6,593	428	6.5%
Employment & Social Services	30,110	2,509	32,618	(25,981)	6,637	6,540	97	1.5%
Housing	42,691	9,490	52,181	(16,125)	36,057	35,930	127	0.4%
Services for Seniors	55,984	13,005	68,988	(50,757)	18,231	18,167	64	0.4%
Total	\$ 204,582	\$ 28,881	\$ 233,462	\$ (155,122)	\$ 78,341	\$ 77,473	\$ 868	1.1%
2018 Budget	\$ 201,713	\$ 32,136	\$ 233,849	\$ (156,376)	\$ 77,473			
\$ Change	2,869	(3,255)	(387)	1,254	868			
% Change	1.4%	-10.1%	-0.2%	-0.8%	1.1%			
FTE					733	730	2	0.3%
Relief Hours					83,531	70,560	12,971	18.4%

Schedule may not add due to rounding.

Children's Services

The Children's Services Division works collaboratively with community partners to support the development of healthy children and families. The Division directly provides fee assistance for child care, services for children with special needs, and oversight of EarlyON Child and Family Centres. The Division also operates three child care centres.

Budget Impacts

The 2019 Children's Services budget reflects an increase of \$152,000 or 1.5% mainly driven by inflationary cost increases. As shown in the following table, the Region provides \$10.4 million to Children's Services, of which \$3.5 million is the legislated contribution to the program and \$6.9 million is an additional investment above the legislated requirement, to address demands in the community.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019 - 2018	
Children's Services								
Community Support	\$ 31,867	\$ 1,271	\$ 33,138	\$ (30,323)	\$ 2,815	\$ 2,747	\$ 68	2.5%
Regional Child Care Centres	3,124	58	3,181	(2,463)	718	720	(2)	-0.2%
Fee Subsidy	23,465	872	24,337	(21,478)	2,859	2,901	(42)	-1.5%
Special Needs Child Development	10,994	782	11,776	(7,773)	4,002	3,875	128	3.3%
Total	\$ 69,450	\$ 2,982	\$ 72,432	\$ (62,037)	\$ 10,395	\$10,243	\$ 152	1.5%
2018 Budget	\$ 70,037	\$ 2,871	\$ 72,907	\$ (62,664)	\$ 10,243			
\$ Change	(587)	111	(476)	627	152			
% Change	-0.8%	3.7%	-0.7%	-1.0%	1.5%			
FTE					107	108	-1	-0.6%
Relief Hours					1,827	1,827	0	0.0%

Schedule may not add due to rounding.

The 2019 budget reflects a reduction in subsidies of \$759,000 or 1.2%. This decrease is driven by removal of one-time 2018 funding of \$2.0 million in the Canada-Ontario Early Learning and Child Care Bilateral Agreement (ELCC) (SS-20-17), which is fully offset by cost reductions. This decrease is partially offset by increases for Child Care Expansion Plan Year II (\$400,000) and capital investment (\$800,000).

Community Support builds capacity and quality in the early learning and child care system through funding, professional learning, research and community development. The local Halton Early Learning and Child Care Plan, 2016 - 2020, guides investment decisions.

The Community Support budget has increased by \$68,000 or 2.5% mainly due to inflationary adjustments.

Effective January 2018, Halton Region assumed responsibility for oversight of EarlyON Child and Family Centres (CFCs). The EarlyON Child and Family Centres provide a broad set of free programs and resources for children age 0-6, and their families and caregivers. Currently there are four EarlyON Child and Family Centres service providers in Halton Region. Funding has been allocated to expand services and establish new locations in partnership with local school boards including Oakwood Public School (Oakville) open as of September 2018, and Viola Desmond Public School (Milton) and St. Mark's Catholic Elementary School (Burlington) opening in 2019. A new French language Child and Family Centre will open in Milton in 2019.

In 2018, the Children's Services Division distributed \$20.7 million of provincial child care investment directly to child care operators and staff through the General Operating Grant (GOG) (\$9.7 million) and Wage Enhancement Grant (WEG) (\$11 million). GOG supports the general operations of licensed child care in Halton with 78 licensed child care operators benefitting from the grant, including 1,650 eligible child care staff. The WEG helps child care operators recruit and retain skilled child care professionals by narrowing the wage gap for comparable positions in full-day kindergarten. In 2018, 2,400 eligible child care employees benefitted from up to a \$2 per hour wage increase through WEG, and it is anticipated that same number of child care employees will benefit in 2019.

Ongoing investments (as a part of the provincial Child Care Expansion Plan and the Canada-Ontario Early Learning and Child Care Agreement) will support increased access and affordability to high quality licensed child care and quality early learning opportunities in Halton Region.

As the service system manager, Halton Region partners with community agencies to ensure the most effective delivery of early learning and child care services. As shown in the following table, in 2019 Halton Region and the Province will invest \$2.4 million to build system capacity and quality services, including early years and child care programs in Halton, through its partnerships with Our Kids Network (OKN) and The Halton Resource Connection (THRC).

Quality First, a program of The Halton Resource Connection, is an initiative that supports child care programs to improve the quality of their service. In 2019, 86% of licensed child care centres are projected to be enrolled in Quality First.

Community Support	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Licensed Child Care (LCC) spaces in Halton	25,200	27,986	28,861	28,833	29,200
Amount invested in General Operating Grants (GOG) for child care operators (\$000s)	\$9,700	\$9,700	\$9,200	\$9,700	\$9,900
Number of child care operators receiving General Operating Grants (GOG)	85	86	81	78	76
Amount invested in Wage Enhancement Grants (WEG) for child care staff (\$000s)	\$4,200	\$9,800	\$10,000	\$12,000	\$12,000
Number of full time child care staff receiving a Wage Enhancement Grant (WEG)	1,820	2,170	2,157	2,400	2,400
Amount invested in building system capacity inclusive of children, youth, parents and service providers (\$000s)	\$2,300	\$2,200	\$2,000	\$2,300	\$2,400
Percentage of Licensed Child Care (LCC) programs in Halton enrolled in Quality First (QF)	90%	86%	87%	86%	86%

Regional Child Care Centres, directly operated by Children’s Services, provide high quality child care using the provincial pedagogy “How Does Learning Happen?”, to support the development of each child’s learning. The RCCCs continue to operate as centres of excellence and demonstrate best practice in the Halton community. In 2018, the RCCCs were toured by more than 70 professionals from EDU, colleges, school boards and child care administrators to observe the educators’ successful implementation of Ontario’s early years’ curriculum framework. The program also ensures the Region-owned child care centres are maintained in a state-of-good-repair by providing capital funding (detailed in Capital Budget section). In 2019, there is a net decrease in the RCCCs’ budget of \$2,000 or 0.2% primarily due to additional revenues.

Regional Child Care Centres	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Regional Child Care Centre (RCCC) spaces	120	120	120	120	120
Regional contribution to the Regional Child Care Centres (RCCC) (\$000s)	\$511	\$551	\$578	\$697	\$718
Number of educational sessions provided by Regional Child Care Centres (RCCC) to community professionals	65	74	69	50	70

Fee Subsidy includes the child care fee subsidy program that provides subsidies for eligible families to assist with the cost of child care, or who are in receipt of Ontario Works (OW) benefits. In 2019, 4,600 children are expected to access child care through subsidies. The 2019 budget includes a net decrease of \$42,000 or 1.5% in child care fee subsidy primarily to reflect an increase in provincial subsidies (Child Care Expansion Plan Year II).

Fee Subsidy	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Amount invested by the Province and Region in child care subsidies (\$000s)	\$19,836	\$21,426	\$21,536	\$21,808	\$24,337
Average annual cost per subsidized child care space	\$7,175	\$7,287	\$7,353	\$7,570	\$7,570
Percentage of child care spaces that are subsidized	6.9%	6.3%	6.6%	6.9%	6.9%
Average number of child care subsidy spaces	2,153	2,178	2,314	2,429	2,701
Number of children rotating through the child care subsidy spaces	4,480	4,145	4,181	4,400	4,600

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

The 2019 budget has increased by \$128,000 or 3.3% due to inflationary program cost increases without corresponding increases in provincial subsidies from the Ministry of Children, Community, and Social Services (MCCSS). Special Needs is intended to be 100% funded by the Province; however MCCSS does not provide appropriate funding to meet the needs in Halton. The Region funds \$4 million of the total program cost of \$11.8 million from property taxes to minimize wait times for services and support children with special needs and their families.

Special Needs Child Development	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Amount invested in children (birth to 12 years) with special needs (\$000s)	\$8,925	\$9,190	\$10,318	\$11,555	\$11,776
Number of children (birth to 12 years) in Licensed Child Care (LCC) with special needs	785	1,229	1,227	1,282	1,282

Quality & Service Integration

Quality & Service Integration provides services and support across the Social & Community Services department. It does this through community development and professional support services.

Budget Impacts

The 2019 budget reflects a net increase of \$428,000 or 6.5%, primarily driven by a proposed strategic investment of \$300,000 in the Halton Region Community Investment Fund (HRCIF). In addition, a strategic investment for 2.0 FTE is proposed to strengthen the department's ability to plan for and deliver integrated human services. This investment is fully funded through existing provincial administration subsidy revenue in Housing and Children's Services, with no net regional impact.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019 - 2018	
Quality & Service Integration								
Community Development	\$ 3,564	\$ 39	\$ 3,603	\$ -	\$ 3,603	\$ 3,280	\$ 323	9.8%
Professional Support	2,784	856	3,641	(222)	3,419	3,313	106	3.2%
Total	\$ 6,348	\$ 895	\$ 7,243	\$ (222)	\$ 7,021	\$ 6,593	\$ 428	6.5%
2018 Budget	\$ 5,742	\$ 852	\$ 6,593	\$ -	\$ 6,593			
\$ Change	606	44	650	(222)	428			
% Change	10.6%	5.1%	9.9%	100.0%	6.5%			
FTE					26	24	2	8.3%

Schedule may not add due to rounding.

Community Development supports numerous community partners to achieve better health, safety, and well-being outcomes for Halton residents. A key element of this work is the HRCIF. As shown in the table below, the Region has increased HRCIF funding by \$1.5 million since 2015. An additional \$300,000 is included as a strategic investment in the 2019 budget to expand the funding provided to non-profit human service programs and initiatives that support the health, safety and well-being of Halton residents. The increased Regional investment in the HRCIF will enhance the capacity to continue to respond to emerging priorities arising through community safety and well-being planning.

The HRCIF is a 100% Regionally-funded program that provides single and multi-year grants to community health and social service programs aligned with Regional funding priorities. In 2018, HRCIF funded 55 programs in priority areas, such as:

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

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

Community Development	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Amount invested in community programs through the Halton Region Community Investment Fund (HRCIF) (\$000s)	\$852	\$1,428	\$2,028	\$2,378	\$2,678
Number of active HRCIF Grants	27	55	56	55	60

Professional Support provides services across the Social & Community Services department in the areas of emergency social services, policy and planning, quality assurance, service integration and program integrity including eligibility review, navigation supports for individuals and families, revenue recovery, and records management. The Professional Support budget has increased by \$106,000 or 3.2%, mainly driven by inflationary adjustments. A strategic investment for 2.0 FTE Human Services Program Support Analysts is also included, with no net regional impact.

Halton Region and Halton Region Police Services worked together to develop a Community Safety and Well-Being Plan. This was part of a broader strategy to support vulnerable populations and maintain safe and healthy communities. The plan includes identifying and addressing broader community and system-level issues that create pressure on emergency and crisis-driven services, and which support populations that are at risk of negative social, economic and health outcomes. Funding for Halton’s Community Safety and Well-Being Plan is part of the Social and Community Services base budget.

Halton Region is committed to ensuring accountability in the delivery of human services. The eligibility review team within this group investigates allegations of potential misrepresentation for Ontario Works (OW), Children’s Services and Housing Services. Through these investigations, it is projected that \$900,000 in overpayments will be identified in 2019 and subject to recovery.

The provincial Social Benefits Tribunal hears appeals from people who have been determined to be ineligible for social assistance or disagree with decisions made during the administration of assistance. It is projected that 85% of decisions by Halton Region will be upheld by the Social Benefits Tribunal in 2019.

Professional Support	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of coordinated responses to high risk situations through the Community Mobilization and Engagement Strategy (COMMANDE)	163	146	103	100	100
Amount of overpayments identified by investigations into misrepresentation for clients in Housing Services, Children's Services, and Ontario Works (\$000s)	\$662	\$1,247	\$931	\$933	\$900
Percentage of social assistance review decisions upheld at Provincial Tribunal	83%	63%	80%	85%	85%

Employment & Social Services

The Employment & Social Services division provides employment assistance to job seekers and employers. The division also provides financial assistance to eligible individuals and families through the provincially mandated Ontario Works (OW) program, as well as other regionally-funded initiatives.

Budget Impacts

The 2019 Employment & Social Services budget reflects a net increase of \$97,000 or 1.5%, primarily driven by increased demand for Regionally funded programs such as food vouchers and recreation. As shown in the following table, the Region provides \$6.6 million to Employment and Social Services, of which \$3.3 million is the legislated contribution to the program and \$3.4 million is an additional investment above the legislated requirement, to address demands in the community.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019 - 2018	
Employment Halton	\$ 3,232	\$ 462	\$ 3,694	\$ (2,549)	\$ 1,145	\$ 1,134	\$ 11	1.0%
Ontario Works	24,801	2,047	26,848	(23,382)	3,466	3,439	26	0.8%
Low Income Financial Benefits	2,076	-	2,076	(50)	2,026	1,967	60	3.0%
Total	\$ 30,110	\$ 2,509	\$ 32,618	\$ (25,981)	\$ 6,637	\$ 6,540	\$ 97	1.5%
2018 Budget	\$ 28,986	\$ 2,481	\$ 31,467	\$ (24,927)	\$ 6,540			
\$ Change	1,124	27	1,151	(1,054)	97			
% Change	3.9%	1.1%	3.7%	4.2%	1.5%			
FTE					58	58	0	0.0%

Schedule may not add due to rounding.

Employment Halton provides services to job seekers and employers through programs designed to help individuals with barriers to employment become successful in obtaining and maintaining employment. As shown in the table below, Employment Halton is projecting that it will place 250 job seekers directly into jobs in 2019. There was a slight decline in the number of job seekers placed directly into jobs between 2017 and 2018; however, the overall number of job seekers who were supported by Employment Halton increased due to visits to the resource centre and attendance at workshops.

Mental health continues to be a significant barrier to employment for Employment Halton clients. Through the assistance of specialized staff, many clients have been able to reach their employment goals or access supports such as the Ontario Disability Support Program (ODSP). It is expected that 350 individuals will

access mental health supports in 2019 to assist them in reaching their employment goals. The program budget for Employment Halton has increased by \$11,000 or 1.0%, mainly driven by inflationary adjustments.

Employment Halton	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Total Investment in Employment Halton (\$000s) (1+2+3)	\$2,654	\$3,404	\$3,455	\$3,644	\$3,694
Employment Halton Regional Investment (\$000s) (1)	\$429	\$1,027	\$889	\$1,133	\$1,145
Employment Halton Provincial Investment (\$000s) (2)	\$2,008	\$2,196	\$2,389	\$2,334	\$2,381
Employment Halton Federal Investment (\$000s) (3)	\$217	\$181	\$177	\$177	\$168
Number of clients that accessed Employment Halton Services (1+2+3)	12,468	12,500	10,731	13,850	11,550
Number of clients that accessed Employment Halton Services Resource Centre (1)	6,722	5,604	3,650	7,000	5,000
Number of clients that accessed Employment Halton Services Workshop (2)	4,360	4,414	4,991	4,850	4,850
Number of clients that accessed Employment Halton Services Individual Support (3)	1,386	1,920	2,090	1,700	1,700
Number of clients placed directly into a job by Employment Halton	88	359	279	250	250
Number of employers that partner with Employment Halton	180	280	335	300	300
Percentage of individuals employed or participating in an educational opportunity 12 months after leaving the program	69%	67%	68%	69%	69%
Percentage of individuals granted Ontario Disability Support Program (ODSP) upon first application with the support of a Mental Health Worker	84%	86%	91%	85%	85%
Number of individuals accessing mental health supports for assistance with reaching employment goals	262	345	260	350	350

Ontario Works (OW) is a provincially mandated program that provides financial assistance to eligible individuals and families. As shown in the following table, the 2019 projected caseload is 2,096, which is 0.4% higher than the 2018 actual caseload of 2,087. The province currently funds the discretionary and mandatory benefits associated with the OW caseload. The OW program budget has increased by \$26,000 or 0.8% in administration costs, primarily due to inflationary increases. The total OW administration program budget for 2019 is \$6.7 million, of which \$3.3 million is funded by the Province, an increase of \$143,000 over 2018 budget and \$3.4 million is funded by the Region. The OW benefit costs are fully funded by the Province.



Ontario Works	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Average monthly number of Ontario Works recipients	1,987	2,006	2,031	2,087	2,096
Gross monthly cost per Ontario Works case	\$1,017	\$1,002	\$1,060	\$1,053	\$1,056
Average length of time clients received Ontario Works assistance (in months)	21	21	21	21	21
Average number of days to determine eligibility	8	8	9	8	8
Percentage of Ontario Works (OW) recipients with employment income	11%	13%	14%	13%	14%

Low Income Financial Benefits are 100% regionally funded benefits that promote community well-being through a variety of supports for Halton residents in financial need. These supports are demand-driven and include programs such as Subsidized Passes for Low Income Transit (SPLIT), food vouchers, recreation, funerals, and other health-related benefits for low income clients. The program budget has increased by \$60,000 or 3.0%, mainly due to increases in food vouchers and recreation subsidies, partially offset by a reduction in the SPLIT program to reflect the actual demand trends.

SPLIT provides a subsidy for low-income residents so they can access affordable public transportation in Burlington, Halton Hills, Milton and Oakville. Approximately 8,100 passes/tickets are expected to be purchased in 2019.

Beginning in 2019 and as set out in Report No. SS-08-18/MO-11-18 (re: Adult Oral Health Program Review), the Dental Care Counts (DCC) fund (previously in the Health Department) will be amalgamated into the Employment and Social Services division's Low Income (LI) program. The objective in combining these programs is to streamline services, enhance efficiencies, and incorporate a more rigorous financial screening criteria to ensure long-term fiscal sustainability of the programs. These changes are reflected in the 2019 budget, with no net regional impact.

Low Income Financial Benefits	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Regional investment in Subsidized Passes for Low Income Transit (SPLIT) (\$000s)	\$395	\$421	\$439	\$447	\$520
Number of Subsidized Pass for Low Income Transit (SPLIT) passes purchased	6,681	7,141	6,989	7,700	8,100
Regional investment in the Low-Income Program (\$000s)	\$292	\$242	\$270	\$261	\$245

Housing Services

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

Budget Impacts

The 2019 budget reflects an increase of \$127,000 or 0.4%, primarily due to increases in the rent supplement programs based on actual demands.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019 - 2018	
Housing								
Assisted Housing	\$ 34,189	\$ 8,990	\$ 43,179	\$ (7,851)	\$ 35,329	\$ 34,967	\$ 361	1.0%
Homelessness Prevention	7,000	-	7,000	(6,272)	728	962	(234)	-24.4%
HCHC	1,502	500	2,002	(2,002)	-	-	-	-100.0%
Total	42,691	9,490	52,181	(16,125)	36,057	35,930	127	0.4%
2018 Budget	\$ 42,450	\$ 13,004	\$ 55,455	\$ (19,525)	\$ 35,930			
\$ Change	241	(3,514)	(3,274)	3,400	127			
% Change	0.6%	-27.0%	-5.9%	-17.4%	0.4%			
FTE					42.0	42.0	0	0.0%

Schedule may not add due to rounding.

The 2019 budget includes additional provincial CHPI funding of \$756,000, of which \$645,000 will continue to support homelessness prevention programs, and \$111,000 will fund a strategic investment proposed for a Human Services Program Support Analyst (1.0 FTE) to support housing and homelessness policy development and human services integration in Quality and Services Integration. The 2019 budget also includes a reduction in provincial funding, mainly for the Investment in Affordable Housing – Social Infrastructure Fund (IAH-SIF) and 2014 Extension (IAH-E), which is offset by reduced other expenditures.

Assisted Housing is housing that is subsidized through a government program. Assisted housing helps make rent affordable for lower-income individuals and families through capital programs such as the Investment in Affordable Housing (IAH-E) program, and through the provision of direct rental subsidy to social housing providers, private market landlords, and Halton residents directly.

Halton Region creates assisted housing opportunities for residents by acquiring new rental units through construction or rehabilitation and through Regional subsidies to make rental costs more affordable. Funding related to acquiring or developing new units is in the Planning Division capital budget. The 2019 Assisted Housing budget is increasing by \$361,000 or 1.0%, primarily as a result of a \$548,000 increase for rent supplement programs based on actual demand and inflationary increases. These increases are partially offset by a net decrease of (\$510,000) for social housing providers grants based on revised provincial (Ministry of Municipal Affairs and Housing) benchmark cost factors.

Key assisted housing subsidies provided by Halton Region include:

- Rent-geared-to-income (RGI): a subsidy offered to low-to-moderate-income residents selected from the Halton Access to Community Housing (HATCH) government assisted housing waitlist. The subsidy is calculated based on 30% of total household income. In 2019, Halton is anticipated to provide subsidies to 4,200 RGI units.
- Halton In-situ Program (HIP): a portable housing subsidy provided directly to vulnerable Halton residents on the HATCH waitlist to assist them with their ongoing rental costs. In 2018, 290 Halton residents received a HIP subsidy and this is anticipated to grow to 299 by the end of 2019. HIP allows Halton residents to remain in their homes and communities where they have established social support networks. Funding is portable so it can be used anywhere in Halton Region.
- Halton Rental Assistance Program (HRAP): provides funding directly to private market landlords and community agencies to make rent affordable to HATCH clients. In 2018, Halton funded 291 HRAP rent supplement opportunities. This will continue to grow to a projected 308 households in 2019.

Assisted Housing	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Total net operating budget for assisted housing opportunities (\$000s)	\$33,819	\$34,591	\$35,909	\$35,036	\$35,329
Total stock of assisted housing	4,858	5,072	5,060	5,113	5,146
Number of households receiving Rent-Geared-to-Income (RGI) support annually	4,414	4,389	4,193	4,193	4,200
Number of households receiving Halton In-Situ Program (HIP) support annually	151	229	299	290	299
Number of households receiving Halton Rental Assistance Program (HRAP) support annually	163	197	276	291	308
Number of other assisted housing units supported by Halton Region annually	130	130	165	168	168
New assisted housing opportunities in Halton (Cumulative total opportunities since 2007)	1,211	1,390	1,574	1,656	1,737
Annual investment in assisted housing stock (\$000s)	\$9,724	\$19,625	\$2,700	\$6,600	\$18,000
Percentage of new investment that is Regional funding	50%	57%	0%	2%	96%
Percentage of new investment that is Federal/Provincial funding	50%	43%	100%	98%	4%
Number of applicants on the Halton Access to Community Housing (HATCH) waitlist	3,460	3,321	3,425	3,500	3,500
Percentage of Halton Access to Community Housing (HATCH) waitlist applicants who are Halton residents	49%	48%	51%	45%	49%

The 2019 budget includes a decrease in one-time provincial funding of \$2.1 million for the Investment in Affordable Housing – Social Infrastructure Fund (IAH-SIF), \$1.7 million for the Investment in Affordable Housing for Ontario – 2014 Extension (IAH-E), and \$190,000 for Home for Good (HFG), which is offset by operating reserve transfers with no regional impact. The 2019 budget also includes a reduction of \$178,000 in Survivors of Domestic Violence – Portable Housing Benefit (SDV-PHB) due to the Province assuming permanent delivery of the program (rebranded as the Portable Housing Benefit-Special Priority Policy (PHB-SPP) as discussed in Report No. SS-14-18 re: Provincial Housing Initiatives Update). These program changes have been reflected in the 2019 budget with no net impact.

The **Homelessness Prevention** program provides emergency shelter solutions, the Housing with Related Supports program and homelessness prevention initiatives to temporarily house vulnerable residents and/or keep them in their homes. The 2019 budget includes a decrease of \$234,000 or 24.4% in the Regional contribution, as a result of increased provincial CHPI funding of \$645,000 for homelessness-related programs. This reduction does not impact service levels and still provides for a \$305,000 increase in the overall CHPI budget in 2019.

In 2018, Homelessness Prevention programming provided support to 9,100 vulnerable residents. Homelessness Prevention includes the following programs:

- Housing Stability Fund: one-time financial assistance for low-income residents struggling with energy bills, moving costs, essential furniture and/or last month's rent/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 clients who are experiencing chronic homelessness.
- Housing with Related Supports: 152 subsidized beds that provide permanent housing with on-site support services for residents who cannot live independently in the community.

These programs focus on early interventions that prevent homelessness. As shown in the table below, in 2019 it is estimated that 4,420 residents who access these supports will remain permanently housed six months after receiving financial assistance with housing-related costs.

The Emergency Shelter program provides temporary shelter and services to individuals and families experiencing homelessness. 32 beds are made available for homeless individuals. Additionally, apartments and hotels (in the case of program overflow) are also provided to temporarily shelter homeless families across Halton Region. In 2019, the occupancy rates for emergency shelter are expected to remain high. Through Regional initiatives, the number of individuals and families who move from emergency shelter to permanent housing continues to increase and is projected to be 870 in 2019.

Homelessness	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of homelessness prevention supports provided	7,631	8,790	9,138	9,100	9,100
Number of unique requests for Housing Stability Fund (HSF) support annually	4,805	4,955	4,898	5,000	5,025
Number of clients receiving Transitional Housing support annually	339	338	353	350	350
Number of clients accessing Halton Housing Help (HHH) annually	1,527	1,812	2,178	2,000	2,020
Number of clients in receipt of Halton Housing First (HF) support annually	21	20	24	20	20
Total number of monthly Housing with Related Supports provided annually	1,685	1,685	1,685	1,685	1,685
Emergency single shelter occupancy rate	80%	83%	81%	80%	80%
Emergency family shelter occupancy rate	106%	88%	68%	75%	90%
Number of individuals and families that remain permanently housed 6 months after receiving funding support	4,023	4,187	4,369	4,400	4,420
Number of individuals and families moved from emergency shelter to permanent housing	738	856	869	860	870

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

By the end of 2019, HCHC will manage 102 units of new government assisted housing stock on behalf of Halton Region as shown in the following table. With the acquisition of 147 apartment units at The Oaklands (formerly known as Union Housing Opportunities) in 2018 (through Report No. SS-18-17), HCHC currently directly manages a total of 2,193 units. 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.

Halton Community Housing Corporation (HCHC)	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Total gross operating budget for Halton Community Housing Corporation (HCHC) (\$000s)	\$22,171	\$22,422	\$24,752	\$27,594	\$26,539
Number of units in the Halton Community Housing Corporation (HCHC) portfolio	2,300	2,300	1,961	2,193	2,210
Number of Regional units managed by the Halton Community Housing Corporation (HCHC)	-	28	78	85	102
Percentage of total households who are in arrears	6%	6%	6%	6%	6%
Asset management state of good repair spending (\$000s)	\$1,745	\$2,782	\$4,372	\$6,598	\$4,850
Asset management state of good repair capital projects	15	33	43	57	32

Services for Seniors

The Services for Seniors Division is responsible for providing a wide range of medical and non-medical support services designed to meet the specific needs of its residents and clients. The Region operates three accredited Long-Term Care homes (Allendale, Creek Way Village and Post Inn Village) that provide skilled nursing care and activities of daily living supports to 572 individuals or approximately 6% of Halton's population over the age of 75. The Division also provides Supportive Housing and Adult Day programs that enable older adults to live in their own homes longer and maintain their independence.

Budget Impacts

The 2019 Services for Seniors budget reflects a net increase of \$64,000 or 0.4% primarily due to increase in the Regional contribution of \$196,000 related to the conclusion of the convalescent program in 2018 including reduction of 1 FTE, partially offset by increased CMI subsidy. The 2019 budget also includes a strategic investment for an additional 2.0 FTE; Client Support Worker and Adult Day Program Assistant positions, required to expand the services of the Adult Day Program, which will be significantly offset by the Local Health Integration Network (LHIN) funding. A strategic investment is also proposed for the long-term care homes for additional relief hours for Registered Nurses. This investment will be fully offset by LHIN funding, requiring no net Regional impact.

The 2019 projected cost per bed/day is \$291, which is in line with other municipally-run Long-Term Care (LTC) homes in the province.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019 - 2018	
Services for Seniors								
Long Term Care Homes	\$ 50,712	\$ 12,406	\$ 63,118	\$ (45,498)	\$ 17,620	\$ 17,537	\$ 83	0.5%
Supportive Housing	3,759	347	4,107	(3,829)	277	341	(64)	-18.7%
Adult Day Programs	1,512	252	1,764	(1,430)	334	289	45	15.4%
Total	\$ 55,984	\$ 13,005	\$ 68,988	\$ (50,757)	\$ 18,231	\$ 18,167	\$ 64	0.4%
2018 Budget	\$ 54,499	\$ 12,928	\$ 67,427	\$ (49,260)	\$ 18,167			
\$ Change	1,485	77	1,562	(1,498)	64			
% Change	2.7%	0.6%	2.3%	3.0%	0.4%			
FTE					500	499	1	0.2%
Relief Hours					81,704	68,733	12,971	18.9%

Schedule may not add due to rounding.

Long-Term Care (LTC) Homes provide high quality care and accommodation to older adults who are no longer able to live on their own through 572 LTC beds and 1 respite bed. This includes the Production Kitchen which prepares meals for Halton's three Long Term Care Homes and the Meals on Wheels program which provides meals for older adults in the Milton and Halton Hills communities.

The 2019 budget for LTC homes includes a net increase of \$83,000 or 0.5%. This increase includes inflationary cost adjustments, which are largely offset by increased subsidy of \$749,000 resulting from a rise in Case Mix Index and per diem funding inflationary adjustments. The MOHLTC defines the Case Mix Index as a numeric value assigned to an LTC home and is used as a measure of the care requirements of residents.

The 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, court) to maintain service levels. Legislated staff to resident ratios must be maintained to ensure the safety and well-being of residents. The 2019 Services for Seniors budget includes 6,448 additional relief hours to address ongoing casual staffing pressures, a strategic investment of 5,689 additional relief hours for a Registered Nurses and 835 additional relief hours for a Registered Practical Nurse - RAI Coordinator position.

Long-Term Care Homes						
\$000's	2019			2018		
	\$	FTE	RELIEF HOURS	\$	FTE	RELIEF HOURS
Direct Cost						
Allendale	\$ 18,155	180.8	12,532	\$ 17,592	180.8	7,608
Creek Way Village	13,284	116.2	27,304	12,881	116.2	23,344
Post Inn Village	19,188	171.4	40,134	18,890	172.5	36,045
Meals on Wheels	86	1.2		85	1.2	
Total	\$ 50,712	469.6	79,969	\$ 49,448	470.7	66,998
Corporate Charges & Financing	\$ 12,406			\$ 12,315		
Total Gross Cost	\$ 63,118			\$ 61,763		
Subsidies & Revenues						
Allendale	\$ (15,723)			\$ (15,013)		
Creek Way Village	(11,725)			(11,397)		
Post Inn Village	(17,908)			(17,674)		
Meals on Wheels	(143)			(143)		
Total	\$ (45,498)			\$ (44,226)		
Net Tax Impact						
Allendale	\$ 7,246			\$ 7,294		
Creek Way Village	4,284			4,202		
Post Inn Village	6,029			5,968		
Meals on Wheels	61			72		
Total	\$ 17,620			\$ 17,537		

The 10-year capital program is \$6.5 million, with \$650,000 planned for 2019 as shown in the table below. The 2019 program budget includes a \$593,000 contribution to the Tax Capital reserve and \$57,000 from subsidy.

Services for Seniors Capital Program							
(\$ Millions)	2019	2020	2021	2022	2023	2024 - 2028	Total
LTC Facility Equip. Replacement	0.65	0.65	0.65	0.65	0.65	3.25	6.50
Total	\$ 0.65	\$ 0.65	\$ 0.65	\$ 0.65	\$ 0.65	\$ 3.25	\$ 6.50

Schedule may not add due to rounding.

In addition, the Region expects to continue to receive a total of \$1.4 million in provincial capital subsidies in 2019, which will be transferred to the Regional capital reserve to repay the Region's initial financing of the LTC homes and future replacement. This is consistent with the funding strategy for LTC homes. The region invested \$58.0 million in the construction of the Post Inn Village and Creek Way Village long-term care homes between 2000 and 2005. The provincial subsidy is expected to continue over the next 10 years.

The Capital Financing Expenditures for 2019 are \$2.1 million, a decrease of \$0.3 million from 2018. This is primarily driven by the completion of the Production Kitchen payback (\$242,000) and to accommodate subsidy funding of (\$57,000).

As shown in the following table, 248 residents are projected to be admitted to the Regional LTC homes in 2018 and 95% of residents and families would recommend the home. The elimination of the convalescent care beds in 2018 will impact the total number of admissions however this is likely to be partially offset by the increase in resident turn over in the Long Term Care beds as a result of the residents advance care needs at the time of admission.

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

Long-Term Care Homes	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Total gross operating cost of the 3 Regional Long-Term Care Homes (\$000s)	\$57,353	\$58,382	\$59,678	\$62,600	\$63,118
Percentage of Long-Term Care Homes operating budget from Regional investment	29%	29%	29%	28%	28%
Cost of a bed/day in Regionally operated Long-Term Care Homes	\$274	\$278	\$286	\$289	\$291
Percentage of residents satisfied with the Long-Term Care Homes as a place to live as reported to the Ministry of Health and Long-Term Care	100%	98%	94%	95%	95%
Number of admissions to Regionally operated Long-Term Care Homes	280	276	248	248	250
Percentage of municipal long-term care beds per population over 75 years of age	8%	7%	5%	7%	7%
Allendale - Funded CMI	101%	101%	105%	105%	111%
Post Inn Village - Funded CMI	103%	102%	102%	102%	107%
Creek Way Village - Funded CMI	112%	111%	111%	111%	113%

Supportive Housing Programs provide in-home care and support to older adults living in four designated housing buildings (Bruce Apartments, John R. Rhodes, Bonnie Place, Wellington Terrace). As shown in the following table, in 2018 the Supportive Housing Programs provided personal support services to 245 Halton residents allowing them to remain safely living at home. The Supportive Housing program was recognized by 95% of its clients as a program that meets their needs and allows them to remain living in the community.

The 2019 budget includes a net decrease of \$64,000 or 18.7% primarily due to additional subsidy revenue provided by the LHIN for Assisted Living Supportive Housing Services to sustain existing services.

Supportive Housing	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Total gross operating cost of Supportive Housing (\$000s)	\$3,788	\$3,843	\$4,033	\$4,118	\$4,107
Amount of Regional funding for Supportive Housing Programs (\$000s)	\$155	\$286	\$287	\$341	\$277
Amount of LHIN funding for Supportive Housing Programs (\$000s)	\$3,633	\$3,668	\$3,690	\$3,763	\$3,763
Number of clients served at Regionally operated Supportive Housing locations (1+2+3+4)	240	246	250	245	245
Number of clients served at Bonnie Place (1)	60	63	63	63	63
Number of clients served at Wellington Terrace (2)	62	51	57	51	57
Number of clients served at Bruce Apartment (3)	56	67	62	67	62
Number of clients served at John Rhodes Residence (4)	62	65	68	65	68

Adult Day Programs provide day-time social and therapeutic recreational programming for older adults living in the community. As shown in the table below, in 2019 Adult Day Programs will provide daily living supports to approximately 152 individuals.

The 2019 budget includes an increase of \$44,000 or 15.4% primarily due to inflationary cost adjustments, without comparable increases to base subsidy, resulting in an increased Regional contribution. The budget also includes a proposed strategic investment to create an additional 2.0 FTE Client Support Worker and Adult Day Program Assistant positions to support the improved client safety in recognition of the medical complexities of program participants, most of which is funded by subsidy, for a net Regional impact of \$5,000.

The Adult Day Programs have seen a consistent increase in the number of referrals to the program and this trend is anticipated to continue. In 2018 the Georgetown location opened Saturday programming to help support the increasing needs of the community. Participants are utilizing multiple service days per week to support their increased need, thereby limiting the number of clients that can be served. This program received a 100% overall satisfaction rating in 2017.

Adult Day Programs	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Total gross operating cost of Regional Adult Day Programs (\$000s)	\$1,166	\$1,247	\$1,422	\$1,454	\$1,764
Number of clients served	142	133	142	145	152
Number of applications to Adult Day Programs	96	111	124	110	124

Legislative & Planning Services Department

The Legislative and Planning Services department provides land use planning and growth management direction, economic development, small business services, tourism promotion, and heritage services. The department consists of four divisions: Planning Services, Economic Development, Legal Services, and Asset Management. Legal Services and Asset Management are part of Corporate Administration where the net expenditures have been allocated to program budgets to show the full cost of program delivery. The 2019 budgets for Legal Services and Asset Management are discussed in the Corporate Administration section.

Budget Impacts

The Legislative & Planning Services net 2019 budget is \$16.7 million, which is an increase of \$857,000 or 5.4% over the 2018 approved budget. Included in the 2019 budget are 2.0 FTE strategic investments for a Development Project Manager and Intermediate Planner within Planning Services.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019 - 2018	
Legislative & Planning Services								
Planning Services	\$ 7,084	\$ 6,782	\$ 13,866	\$ (1,029)	\$ 12,837	\$ 12,088	\$ 749	6.2%
Economic Development	2,873	1,133	4,006	(170)	3,837	3,729	107	2.9%
Total	\$ 9,957	\$ 7,915	\$ 17,872	\$ (1,199)	\$ 16,673	\$ 15,817	\$ 857	5.4%
2018 Budget	\$ 9,621	\$ 7,667	\$ 17,289	\$ (1,472)	\$ 15,817			
\$ Change	336	248	583	273	857			
% Change	3.5%	3.2%	3.4%	-18.6%	5.4%			
FTE					68	66	2	3.0%

Schedule may not add due to rounding.

Planning Services

The Planning Services division is responsible for Regional land use planning, growth management and environmental protection through development and implementation of the Regional Official Plan (ROP). The ROP is implemented through community planning review, the development Allocation Program and the securement of assisted housing. Planning Services also leads the Region's sustainability initiatives.

Budget Impacts

The Planning Services 2019 budget reflects a net increase of \$749,000 or 6.2% as described below, primarily due to 2.0 FTE strategic investments within the Development Approval program.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019 - 2018	
Planning Services								
Planning Policy Development & Implementation	\$ 2,392	\$ 1,161	\$ 3,553	\$ -	\$ 3,553	\$ 3,324	\$ 230	6.9%
Development Approval	2,841	4,877	7,718	(794)	6,924	6,505	419	6.4%
Environmental Protection	1,851	744	2,595	(235)	2,360	2,259	101	4.5%
Total	\$ 7,084	\$ 6,782	\$ 13,866	\$ (1,029)	\$ 12,837	\$ 12,088	\$ 749	6.2%
2018 Budget	\$ 6,702	\$ 6,556	\$ 13,258	\$ (1,171)	\$ 12,088			
\$ Change	382	226	608	142	749			
% Change	5.7%	3.4%	4.6%	-12.1%	6.2%			
FTE					50	48	2	4.2%

Schedule may not add due to rounding.

Planning Policy Development & Implementation is responsible for Regional land use planning and growth management through development and implementation of the ROP. The 2019 program budget is increasing by \$230,000 or 6.9% primarily due to inflationary increases and technology costs for additional computers.

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



and the vision of Regional Council. A comprehensive update to the ROP is currently underway. The last review through the Sustainable Halton process was undertaken to update the Halton ROP 2006, and culminated in ROPA 38 which was adopted by Regional Council on December 16, 2009.

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

Planning Policy Development & Implementation	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
50% Percent of Region Maintained in Natural Heritage System	Yes	Yes	Yes	Yes	Yes
Percent of Growth in Intensification Areas	36%	48%	30%	44%	40%

As part of the Places to Grow initiative to plan for healthy and prosperous growth throughout Ontario, the province’s Growth Plan requires municipalities to accommodate a significant portion of future growth through intensification to create more compact, vibrant and complete communities. The 2017 Growth Plan establishes an intensification target, which specifies that a minimum of 50% (previously 40% before 2017 amendment) of new residential development will occur within the built-up areas of each upper or single-tier municipality. The intensification target will be incorporated into the next ROP.

Development Approval provides professional advice and recommendations on all local municipal planning applications and prepares area servicing plans. This unit is also responsible for overseeing the implementation of the Regional Waterfront Parks program. The 2019 program budget is increasing by \$419,000 or 6.4% primarily due to inflationary increases and strategic investments for 2.0 FTEs – a Development Project Manager (\$122,000) and an Intermediate Planner (\$111,000). These investments are required to address increased development application volume and complexity in order to support growth and economic development objectives.

The number of development applications shown in the table below are affected by economic conditions, timing of the Regional Allocation Program and the local municipal development review process. It is anticipated that the level of activities in 2019 will increase from 2018 levels.

Development Approval	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Development Applications	878	786	856	800	900
Number of New Housing Completions	2,211	3,409	5,557	3,800	4,200

Environmental Protection includes the forestry, ecology, hydrology portfolios, ensures the Corporate Sustainability Action Plan is prepared and implemented, and provides integrated web-mapping services in support of the 2009 ROP (ROPA 38). A minimum of 50% of the Region has been maintained and will continue to be maintained in a natural heritage system. The 2019 program budget is increasing by \$101,000 or 4.5% primarily due to inflationary increases.

The Woodlands Stewardship Program was developed to assist landowners with the establishment, rehabilitation and management (stewardship) of forested areas. As seen in the table below, it is estimated that the applications for 2019 will remain relatively similar to prior years.

Environmental Protection	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Applications for the Woodlands Stewardship Program	22	21	34	20	25

Planning Services Capital Budget & Forecast

The 2019 budget also provides funding to support the following capital projects.

Planning Services Capital Program							
(\$ Millions)	2019	2020	2021	2022	2023	2024 - 2028	Total
ROP Update & Implementation	\$ 0.35	\$ 0.35	\$ 0.35	\$ 2.00	\$ 1.00	\$ 5.30	\$ 9.35
Planning Litigation - OMB and Other Hearings	1.40	2.50	1.00	1.00	1.00	7.00	13.90
Burlington Waterfront Master Plan Implementation	8.48	18.12	1.70	1.70	1.70	11.80	43.50
Burloak Waterfront Park	0.55	-	-	-	-	-	0.55
Assisted Housing Development	9.75	9.00	9.40	9.45	9.45	51.20	98.25
Forest Management Program	0.02	0.02	0.02	0.02	0.02	0.10	0.20
20-Year Forest Management Plan	-	-	-	-	0.15	-	0.15
Vehicle Replacement	0.03	-	-	-	-	0.03	0.06
Total	\$ 20.58	\$ 29.99	\$ 12.47	\$ 14.17	\$ 13.32	\$ 75.43	\$ 165.96

Schedule may not add due to rounding.

The \$166.0 million 10-year Planning Services capital program is \$0.3 million lower than the 2018 program mainly due the \$3.8 million decrease in Housing (one-time funding commitment of IAH-E and IAH-SIF funding for Assisted Housing in 2018 (\$4.8 million)) offset by a net increase to the Regional Assisted Housing project (\$1.0 million), and a decrease to the Forest Management Program (\$0.4 million) due to equipment purchases no longer anticipated. This is offset by an increase related to land acquisition for the Burlington Beach Master Plan (\$2.8 million), an increase to Local Planning Appeal Tribunal (LPAT) and Other Hearing costs (\$0.9 million), and an increase to ROP Update & Implementation (\$0.2 million).

The ROP Update and Implementation requires \$9.4 million over the next 10 years with \$0.4 million allocated in 2019. The plan updates will address policy updates of the Greenbelt Plan, Places to Grow, and the Provincial Policy Statement. The ROP Implementation will address implementation issues arising from the 5-year plan updates. This program will be financed from DCs (49.5%) and the Tax Capital Reserve, which will be replenished from annual operating transfers.

The total 10-year budget allocated for Planning Litigation (LPAT & Other hearings) is \$13.9 million to support a number of pending or likely LPAT and Joint Board Hearings. The significant hearings in 2019 are: defending ROPA 38, Hidden Quarry, CN Logistics Hub, Glen Abbey, and North Aldershot/Eagle Heights. This program is financed from the Tax Capital Reserve.

The 2 waterfront projects require \$44.1 million over the 10-year period. Of the \$44.1 million, \$43.5 million is related to the implementation of the Burlington Beach Waterfront Master Plan (LPS54-15 & LPS59-15), and \$0.6 million to implement the Burloak Waterfront Master Plan (LPS13-14). The success of the Burlington Beach acquisition program along with favourable real estate market conditions has resulted in a shortfall within the land acquisition phase of the capital project (T5800D) and the Green Fund reserves which finances these land purchases. As a result, future financing of the land acquisition is being transferred to the Tax Capital General Reserve. The 2019 Capital Budget and Forecast and related operating transfers has been updated to reflect revised market conditions and to support accelerated property acquisition.

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

The Assisted Housing Development program requires \$98.3 million over the next 10 years, with \$9.8 million allocated in 2019, to deliver new assisted and affordable housing units in Halton in accordance with the updated Comprehensive Housing Strategy (CHS) (SS-21-13). This includes \$0.8 million of anticipated provincial subsidy for the Investment in Affordable Housing for Ontario – 2014 Extension (IAH-E) program. The balance of this program (\$97.5 million) will be funded from the Housing New Units reserve, and DCs.

Based on the above, the total capital financing included in the 2019 budget totals \$3.4 million, which is a \$0.05 million decrease from the 2018 budget.

Economic Development

The Economic Development division fosters non-residential assessment growth, job creation and entrepreneurship in Halton thereby contributing to the quality of life for Halton residents. It does this by providing services to support small Halton companies to start up, expand and go global, attracting new non-residential development and businesses, promoting tourism and delivering Heritage Services.

Budget Impacts

The Economic Development 2019 budget reflects a net increase of \$107,000 or 2.9% as described below.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019 - 2018	
Economic Development								
Business Attraction & Retention	\$ 1,250	\$ 727	\$ 1,977	\$ (6)	\$ 1,971	\$ 1,927	\$ 44	2.3%
Small & Medium Enterprise Development	766	71	837	(153)	684	698	(14)	-2.1%
Tourism Attraction	89	1	90	(1)	89	88	1	0.8%
Halton Global Business Centre	15	-	15	-	15	15	-	0.0%
Heritage Services	753	334	1,087	(9)	1,078	1,001	77	7.7%
Total	\$ 2,873	\$ 1,133	\$ 4,006	\$ (170)	\$ 3,837	\$ 3,729	\$ 107	2.9%
2018 Budget	\$ 2,919	\$ 1,112	\$ 4,030	\$ (301)	\$ 3,729			
\$ Change	(46)	22	(24)	132	107			
% Change	-1.6%	1.9%	-0.6%	-43.7%	2.9%			
FTE					18	18	0	0.0%

Schedule may not add due to rounding.

Business Attraction & Retention provides a range of services to industrial and commercial developers and new and existing companies looking to invest in Halton. Services include providing data and insight into Halton's economy and demographics; undertaking industry research and workforce analysis; assisting with investment and site selection and supporting business expansion and relocation. The section works with Toronto Global to attract foreign direct investment,

undertakes Halton-wide marketing and communications activities and supports Regional partners in identifying and bringing on new employment lands to accommodate expected industrial and commercial growth. The 2019 program budget is increasing by \$44,000 or 2.3% primarily due to inflationary increases.

As shown in the table below, non-residential development in Halton has been increasing based on ongoing economic growth that has resulted in strong activity across the industrial, office and retail asset classes. As a result of this economic growth, the annual growth in the number of businesses in Halton has increased steadily, as has the number of jobs.

Business Attraction & Retention	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Amount of Non-Residential Gross Floor Area Built in Halton (Million Sq. Ft.)	5.1	2.7	2.0	3.3	3.3
Annual Growth in the Number of Businesses in Halton	13,259	13,287	13,413	13,824	14,100
Annual Growth in Number of Jobs in Halton (000s)	220	224	232	233	237

Small & Medium Enterprise Development delivers entrepreneurship programs and provides resource access as guided by the Region's 2012-2021 Economic Development Strategy. The Region's Small Business Centre provides support services to help entrepreneurs start and grow their businesses. Services include free one-on-one business consulting and coaching for starting, managing or growing a small business; assistance with business registration; resources and information about government programs, seminars and entrepreneurial training programs. The 2019 program budget is decreasing by \$14,000 or 2.1% primarily due to changes related to staffing.

As shown in the table below, the number of one-on-one business consultations is expected to increase to 900 annual consultations in 2019.

Small & Medium Enterprise Development	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of unique Small Business Consultations Conducted Annually	780	663	655	810	900

Tourism Attraction is primarily focused on the implementation of the Region's Cycling Tourism Strategy approved by Regional Council in July 2018. The overall objective of the four year Cycling Tourism Strategy is to build awareness of Halton's cycling offerings for residents and visitors to the region. This will be accomplished through a host of initiatives including augmented marketing and communications efforts, signage, new cycling routes and multi-day cycling itineraries as well as an annual Halton Bike Summit. The 2019 program budget is increasing by \$1,000 or 0.8% primarily due to increasing technology costs for additional mobile devices.

As can be seen in the following table, the Region's Explore and Enjoy Halton Webpage attracts a strong number of page views.

Tourism Attraction	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Annual Explore and Enjoy Halton Webpage Views (000s)	207	195	118	100	100

Halton Global Business Centre (HGBC) launched in 2017. The Centre helps small Halton businesses scale up and go global, which is critical for job creation and sustained regional economic growth. The HGBC, in collaboration with partners including Haltech and senior government partners and crown agencies, provides information and client services relating to export development and scaling business operations. The HGBC assists businesses with identifying their needs and ensuring they are on track to grow and expand their product and service offerings for the global marketplace. Services and programs include export counseling, market entry support, workshops and seminars including export diversification, information on government programs, as well as funding and networking opportunities. The 2019 program budget for the HGBC is not changing from 2018.

Heritage Services is responsible for the preservation of the material and cultural heritage of Halton Region. The program acquires and shares knowledge of the Region's historical and natural world and encourages discovery, appreciation and understanding of the Region's heritage. Heritage Services undertakes professional collection management, research, exhibit development and educational programming in support of local Halton heritage partners. An ongoing initiative in 2019 is a critical review of the collection. Consistent with its community-based heritage service delivery approach and evolution from a traditional community museum structure, starting in 2018, the Region is no longer eligible for \$56,000 in annual operating grant funding under the Community Museum Operating and Pay Equity Grant (CMOG) from the Ministry of Tourism, Culture and Sport. The 2019 program budget is increasing by \$77,000 or 7.7% primarily due to the loss of the CMOG and inflationary adjustments.

Economic Development Capital Budget & Forecast

The 2019 budget also provides funding to support the following capital projects.

Economic Development Capital Program							
(\$ Millions)	2019	2020	2021	2022	2023	2024 - 2028	Total
Halton Heritage Centre	-	-	8.00	-	-	-	8.00
Total	\$ -	\$ -	\$ 8.00	\$ -	\$ -	\$ -	\$ 8.00

The construction of the Halton Heritage Centre requires an estimated \$8.0 million in 2021 based on the Halton Region Museum Master Plan as endorsed by Council in 2014 (LPS62-14). Staff will continue to review and report back with recommendations once the review of the collection is complete.

Public Works Department - Tax

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

Budget Impacts

The 2019 budget is increasing by \$2.9 million or 3.1%, which is comprised of increases of \$893,000 for Waste Management and \$2.0 million for Road Operations, as discussed below.

\$000s	2019 Budget					2018 Budget	Change	
	Waste Management & Road Operations	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019-2018
Waste Management	\$ 38,466	\$ 11,766	\$ 50,231	\$ (7,228)	\$ 43,003	\$ 42,111	\$ 893	2.1%
Road Operations	20,330	35,080	55,409	(371)	55,038	53,001	2,037	3.8%
Total	\$ 58,796	\$ 46,845	\$ 105,641	\$ (7,599)	\$ 98,041	\$ 95,112	\$ 2,929	3.1%
2018 Budget	56,795	45,776	102,571	(7,459)	95,112			
\$ Change	2,001	1,069	3,070	(141)	2,929			
% Change	3.5%	2.3%	3.0%	1.9%	3.1%			
FTE					78	78	-	0.0%

Waste Management

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

Budget Impacts

The 2019 Waste Management Budget reflects a net increase of \$893,000 or 2.1%, which is required to maintain existing levels of service. Details are discussed below.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019-2018	
Collection	\$ 25,147	\$ 4,544	\$ 29,691	\$ (4,962)	\$ 24,729	\$ 24,319	\$ 410	1.7%
Processing / Transfer	9,638	(1,201)	8,437	(187)	8,250	7,972	278	3.5%
Residual Management	3,681	8,423	12,104	(2,079)	10,025	9,820	205	2.1%
Total	\$ 38,466	\$ 11,766	\$ 50,231	\$ (7,228)	\$ 43,003	\$ 42,111	\$ 893	2.1%
2018 Budget	37,452	11,746	49,198	(7,088)	42,111			
\$ Change	\$ 1,014	\$ 19	\$ 1,033	\$ (140)	\$ 893			
% Change	2.7%	0.2%	2.1%	2.0%	2.1%			
FTE					39	39	-	0.0%

Halton's robust waste management strategy to reduce the amount of waste going to landfills each year is having an impact, and along with the efforts of residents, Halton Region continues to be a leader in waste diversion. The diversion rate is targeted at 58% in 2019, and in combination with the anticipated continuing decline in the amount of garbage being generated, will continue to extend the landfill lifespan and defer the significant capital investment required to expand the landfill capacity.

As reported to Council in Report No. PW-12-18 (re: Solid Waste Management Short Term Options), many of the short-term options of the Solid Waste Management Strategy will be implemented in 2019, including undertaking opportunities to decrease the amount of waste material to be managed, employing methods and procedures that will enhance existing landfill operations, and providing more frequent and accessible opportunities for residents to dispose of Household Hazardous Waste. These initiatives have been accommodated in the 2019 operating budget utilizing existing resources, with no net impact.

Collection Services include residential pickup of garbage, blue box, organics, bulk waste, metal items and appliances, yard waste and Christmas trees. The 2019 budget is increasing by \$410,000 or 1.7%, largely driven by inflationary contract increases and a 0.7% increase in budgeted tonnages. As shown in the table below, total collected waste is projected to be 170,000 metric tonnes in 2019. The collection costs per metric tonne are increasing due to the increase in the new contract price for collection services that commenced in 2016, along with the annual price adjustment for inflation. Customer satisfaction and confidence in the Region's waste collection programs and services remains high and continues to be a priority.

Collection	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Resident Complaints Received Regarding the Collection of Waste Materials per 1,000 Households	51	49	49	49	47
Metric Tonnes of Solid Waste Collected	171	166	170	169	170
Average Cost / Metric Tonne of Materials Collected	\$127	\$136	\$140	\$143	\$146

Processing/Transfer Services represents the programs that support the diversion of waste material from landfills and the recovery of resources that can be recycled and composted. The 2019 program budget is increasing by \$278,000 or 3.5%, which includes inflationary contract increases, tonnage growth and increased green bin material processing costs. The market price of recycled materials is expected to be stable in 2019. As shown in the following table, the cost to process recyclables (\$47/tonne) is much less than the cost to process green bin material (\$160/tonne). This is primarily due to the ability to recover revenue from the recyclables to offset the processing costs.

Processing / Transfer	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Market Price of Recycled Materials per Tonne	\$105	\$126	\$156	\$117	\$117
Average Cost of Recyclables Processed (per Metric Tonne)	\$42	\$37	\$34	\$47	\$47
Average Cost to Haul and Process Green Bin Material	\$136	\$137	\$147	\$163	\$160

Residual Management facilitates the operation and maintenance of open and closed landfills within Halton. The 2019 budget is increasing by \$205,000 or 2.1%, mainly due to inflationary increases. The 2019 budget continues to provide funding to open the landfill site on Sundays from May to June. As shown in the table below, the Region continues to maintain high waste diversion rates and low garbage generation rates resulting in an extension of the life of the existing landfill. The landfill is now projected to last 48 years to 2044. The upward trend in the average cost of managing garbage at the landfill are due mainly to the declining tonnages while the program cost remains relatively stable to maintain a state-of-good-repair of landfill assets.

Residual Management	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Tonnes of Waste (including Residual) Managed and/or Handled at Landfill	88,905	87,589	89,818	87,000	88,200
Halton Waste Management Site Tip Fee	\$157	\$165	\$165	\$165	\$165
Residential Solid Waste Diversion Rate	59.0%	58.3%	58.1%	58.0%	58.0%

Capital Budget & Forecast

The 2019 Waste Management budget provides funding to support the following capital projects.

Waste Management Capital Program							
(\$Millions)	2019	2020	2021	2022	2023	2024 - 2028	Total
Cell Construction & Gas System	\$ 0.23	\$ 0.26	\$ 0.30	\$ 1.05	\$ 2.55	\$ 15.59	\$ 19.97
Buffer Lands & Other	0.22	0.90	0.17	0.91	0.20	2.46	4.86
Transfer Facility (Organics Prgrm)	-	-	-	-	7.10	-	7.10
Closed Landfill Studies, SCADA, etc	2.22	0.63	1.16	0.10	0.15	0.62	4.87
Studies, Technology & Other	-	-	0.05	0.02	0.50	0.20	0.77
Equipment & Vehicles	0.69	0.27	0.03	-	1.73	2.72	5.43
Total	\$ 3.36	\$ 2.05	\$ 1.71	\$ 2.08	\$ 12.23	\$ 21.59	\$ 43.00

Schedule may not add due to rounding.

The \$43.0 million 10-year Waste Management capital program is \$2.1 million higher than the 2018 program, mainly due to the addition of the HWMS Optimization Implementation (PW-12-18). A total of \$20.0 million has been identified for the landfill cell constructions and gas system installations over the next 10 years, including \$15.0 million for Cell 4 West construction in 2025. In addition, \$7.1 million has been earmarked for transfer facility construction in 2023, to support growth and timely collection of green cart and blue box material. The remaining program also includes buffer land purchases (\$4.9 million), vehicles and equipment (\$5.4 million for bulldozers and compactors etc.) and studies, structural maintenance at the Halton Waste Management Site, and closed landfills (\$5.6 million).

Funding for the program is initially provided from capital reserves (i.e., Tax Capital, Vehicle and Equipment reserves), which are then replenished through annual operating contributions. The capital financing has stabilized in 2019 at \$7.1 million which includes a \$1.3 million reserve transfer to secure future landfill capacity based on the financing plan approved by Council in the 2006-2010 Waste Management Strategy (PPW91-05/CS-81-05).

Road Operations

Road Operations includes all aspects of the transportation system including the planning, design, construction, operations, maintenance and overall management of road and related infrastructure of approximately \$1.1 billion in assets. The Regional transportation system includes 1,118 lane kilometres of major arterial roads, 268 signalized intersections, 272 bridges and major culverts, and 6,501 lights to be maintained in 2019.

The 2019 budget includes Asset Management, Active Transportation Master Plan implementation and enhanced safety measures to improve the Region's transportation network. Asset Management activities include monitoring asset conditions as well as developing and implementing infrastructure renewal plans through the Asset Management program.

Budget Impacts

The 2019 Road Operations budget reflects a net increase of \$2.0 million or 3.8%, which is required to maintain the Regional transportation system as discussed below.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019-2018	
Road Operations & Maintenance	\$ 11,716	\$ 8,698	\$ 20,414	\$ (150)	\$ 20,264	\$ 19,197	\$ 1,067	5.6%
Traffic Control & Safety	4,425	1,478	5,903	(130)	5,773	5,815	(43)	-0.7%
Infrastructure Management	4,189	24,904	29,092	(91)	29,001	27,989	1,012	3.6%
Total	\$ 20,330	\$ 35,080	\$ 55,409	\$ (371)	\$ 55,038	\$ 53,001	\$ 2,037	3.8%
2018 Budget	19,343	34,029	53,372	(371)	53,001			
\$ Change	\$ 987	\$ 1,050	\$ 2,037	\$ (1)	\$ 2,037			
% Change	5.1%	3.1%	3.8%	0.2%	3.8%			
FTE					39	39	-	0.0%

The **Road Operations & Maintenance** includes services for winter maintenance, summer maintenance, road resurfacing, pedestrian and bicycle travel, and storm water management. The 2019 budget is increasing by \$1.1 million or 5.6%, mainly driven by increases in road maintenance contracts and an increase in the transfer to fund road resurfacing which is discussed below.

Roads Operations & Maintenance	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Pavement Quality Index of Regional Roads	81.8%	78.0%	77.7%	78.4%	78.7%
Lane KM of Road Resurfaced	21	25	31	43	62
Number of (lane) Kilometers of New Active Transportation Infrastructure on Regional Roads (On Road ATMP)	28	26	3	26	11
Road Lane Kilometres	1,080	1,103	1,109	1,118	1,124
Cost of Road Resurfacing (\$000s)	\$5,815	\$4,075	\$6,142	\$9,400	\$9,700
Number of Customer Service Complaints	1,825	2,075	1,259	1,700	1,600

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

As Halton's road network continues to expand, the road resurfacing and maintenance programs also continue to expand. For 2019, the operating contribution to the Road Resurfacing Reserve has increased by \$273,000 to a total of \$8.0 million in order to ensure sustainable funding is provided for the 10-year Road Resurfacing program. In the 2019 budget, the resurfacing program has been moved from the operating budget to the capital budget in order to better align the delivery of the state-of-good-repair renewal and rehabilitation with other capital initiatives. The 10-year Road Resurfacing program totals \$77.6 million with \$9.7 million planned for 2019.

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

The **Traffic Control and Safety** program includes operation and maintenance of traffic signals, street lights, red light cameras and traffic sign controls. The 2019 budget is decreasing by \$43,000 or -0.7% as a result of savings in hydro costs from the continued implementation of the LED Streetlight Conversion program, offset partially with an increase for the installation of 3 new red light cameras, with details discussed below.

Traffic Control & Safety	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Streetlights Maintained	5,940	6,198	6,200	6,461	6,501
Number of Red Light Camera Intersections Operated	7	12	17	17	20
Number of Traffic Signals Maintained	242	249	249	261	266

As stated above, the overall road network and number of lane kilometres continues to grow. Along with this, the number of street lights and the number of traffic signals maintained also continues to grow. One of the major costs associated with the Traffic Control and Safety program is the energy costs related to street lights.

As set out in Report No. PW-28-16 (re: Region of Halton Street Light Conversion Program), the Region continues to move forward with converting the Region's approximately 6,461 existing High Pressure Sodium street lights to LED technology over 5 years (2016-2020). The 2019 capital budget includes \$2.4 million for the conversion. Based on the current market trend, the potential energy savings resulting from this program has been estimated at approximately \$500,000 in 2019, which would grow to approximately \$600,000 by 2020, when the conversion is expected to be completed. These savings have been incorporated in the Road Operations budget and forecast to offset the street light hydro cost.

The Red Light Camera program has proven to be a valuable tool in increasing road safety at intersections within Halton Region. As of 2017, the 17 camera sites have experienced a 30% to 60% reduction in angle type collisions. The 2019 budget includes an increase of \$100,000 to install 3 new red light cameras in 2019, bringing the total number of cameras to 20.

Infrastructure Management budget provides for the State-of-Good-Repair program which ensures the ongoing integrity of transportation infrastructure through design, planning and construction.

Infrastructure Management	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Percent of Roads, Bridges and all road related assets rated Good, Very Good or Excellent	66.0%	66.0%	78.9%	80.0%	82.0%
Percent of Paved Lane KM's Rated Good or Very Good	74.7%	65.1%	63.8%	67.4%	71.5%

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

The 2019 Infrastructure Management budget has increased by \$1.0 million or 3.6%, to provide a \$29.1 million operating contribution to the tax capital reserve to ensure that the Region's road network continues to be in a state-of-good-repair.

Capital Budget & Forecast

As shown in the following table, the 2019 10-year Transportation capital program totals \$1.7 billion and will facilitate significant road widening, new road construction, and grade separation programs. The capital project details are included in the Capital Budget section of the book.

The 10-year program is \$67.3 million higher than the 2018 program as a result of the Road Resurfacing program being moved from the operating budget to the capital budget in order to better align the delivery of the state-of-good repair renewal and rehabilitation with other capital initiatives. Not accounting for this change, the 10-year program decreased by \$10.3 million, as the 2018 budget included substantial infrastructure required for the next allocation program.

The 10-year program provides significant road widening, new road, and grade separation programs, which include the Active Transportation and Advanced Traffic Management System (ATMS). An ATMS automates traffic signals to allow changes in signal timing in response to real-time traffic situations. A feasibility study for the ATMS was completed and the findings were reported to Regional Council in 2018 (PW-10-18 re: Regional Advanced Traffic Management System, which recommended the implementation of the ATMS. The report anticipated a cost of \$11.0 million between 2019 and 2022 which has been incorporated into this budget and forecast. This implementation essentially sets the stage for establishing Regional Roads as smart corridors. A report with the implementation strategy will be presented to Council in 2019.

The 2019 budget & forecast includes the Wycroft Road extension, including the bridge crossing (\$64.1 million) in anticipation of approval from the Ministry of Transportation to use the Move Ontario 2020 Quick Wins Funds (Report PW-34-18 re: Move Ontario 2020 Quick Wins Funds Proposed Candidate Project and the Defining Major Transit Requirements in Halton Study Update). This is a 100% growth related project and therefore any additional costs above the allotted Quick Wins Funds will be financed from the development reserves.

10-Year Transportation Capital Expenditures

Regional Road Program							
(\$Millions)	2019	2020	2021	2022	2023	2024-2028	Total
Regional Road 25	\$ 4.19	\$ 2.61	\$ 8.65	\$ 28.16	\$ 12.25	\$ 126.14	\$ 182.00
Dundas Street	108.46	26.22	19.00	23.14	-	-	176.82
Trafalgar Road	2.03	77.18	43.91	0.83	-	51.91	175.86
Tremaine Road	0.55	1.38	10.35	26.65	3.44	102.55	144.92
Steeles Avenue	1.50	4.15	0.23	17.08	9.30	91.64	123.89
Upper Middle Road	5.35	-	-	2.00	2.89	109.53	119.76
Road Resurfacing & Related Works	10.63	9.06	10.07	11.34	9.68	34.07	84.85
James Snow Parkway	-	4.33	3.60	0.89	29.70	31.95	70.48
Wycroft Road Extension	8.32	55.76	-	-	-	-	64.08
Ninth Line	4.30	26.74	3.57	4.40	10.77	11.04	60.82
William Halton Parkway	59.82	-	-	-	-	-	59.82
Winston Churchill Boulevard	4.81	8.10	21.71	4.90	2.69	15.41	57.62
Britannia Road	48.82	-	-	-	-	-	48.82
5 1/2 Line	-	-	-	-	0.57	47.92	48.48
Traffic Signals & Intersections	5.16	6.28	6.41	5.78	3.91	17.37	44.92
Brant Street	-	-	-	-	0.83	30.85	31.68
Guelph Line	3.28	11.43	-	-	-	13.22	27.93
Active Transportation (Study & Infill Projects)	2.86	4.79	0.29	2.91	2.43	14.30	27.58
Road Studies (eg. Smart Commute)	2.13	2.56	2.49	2.47	2.96	11.89	24.49
Derry Road	-	-	-	-	0.59	23.79	24.38
Miscellaneous Works (eg. Operational Improvements)	3.65	1.22	0.97	3.40	1.76	7.26	18.25
Appleby Line	-	-	-	-	-	16.19	16.19
Burloak Drive	-	-	-	-	-	11.97	11.97
Noise Attenuation Barriers	0.31	0.59	1.01	0.25	1.65	5.36	9.17
Bridges, Culverts & Other	0.40	0.30	0.48	1.51	0.30	4.35	7.34
Campbellville Road	-	-	-	-	-	4.28	4.28
No. 10 Sideroad	-	-	-	-	-	3.92	3.92
North Service Road	-	-	-	-	-	2.72	2.72
Vehicles & Equipment	-	-	-	-	0.04	0.22	0.26
Total	\$ 276.56	\$ 242.68	\$ 132.75	\$ 135.70	\$ 95.74	\$ 789.84	\$ 1,673.27

Schedule may not add due to rounding

2019 Capital Budget

The following table summarizes the 10 largest projects budgeted for 2019. These projects account for 94.0% (\$259.9 million) of the \$276.6 million total in 2019.

2019 Major Transportation Capital Projects 10 Largest Capital Expenditures in 2019 (\$Millions)	
Project Descriptions	Cost
Dundas Street	\$ 108.5
William Halton Parkway	59.8
Britannia Road	48.8
Road Resurfacing & Related Works	10.6
Wycroft Road Extension	8.3
Upper Middle Road	5.3
Traffic Signals & Intersections	5.2
Winston Churchill Blvd	4.8
Ninth Line	4.3
Regional Rd 25	4.2
Total	\$ 259.9

Schedule may not add due to rounding.

10-year Transportation Capital Financing

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

2019 Transportation Capital Program (2019-2028) (\$million)					
Period	Total	DC		Capital Reserve	
		Res. Share	Non-res Share	Region Share	Recvry
2019 Budget	\$ 276.6	\$ 140.0	\$ 78.8	\$ 49.5	\$ 8.3
2020-2028 Forc.	1,396.7	677.8	344.2	329.9	44.8
Total	\$ 1,673.3	\$ 817.8	\$ 422.9	\$ 379.3	\$ 53.1

With a total cost of \$1.7 billion, \$379.3 million (22.7%) is related to Region's State-of-Good-Repair program to continue to enhance the Regional investment in support of expanding asset base, \$1.2 billion (74.2%) is the growth portion, which will ultimately be financed by Development Charges (DCs) and \$53.1 (3.2%) million is related to the Move Ontario 2020 Quick Wins Funds to fund Wycroft bridge as described above. The 10-year Transportation program has been financed based on the Development Financing Plan (Report CS-20-12) where:

- **\$817.8 million residential development share** will be financed entirely from residential DCs.
- **\$422.9 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.
- **\$432.4 million state-of-good repair:**
 - **\$379.3 million Regional share (non-growth)** 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 (\$230.1 million), the Roads Resurfacing reserve (\$67.1 million) Gas Tax reserve (\$82.1 million).
 - **\$53.1 million recovery** related to the Move Ontario 2020 Quick Wins Funds.

The 2019 Operating Budget includes \$43.2 million to support the state-of-good-repair for transportation. This includes \$35.2 million of roads capital program and \$8.0 million for the roads resurfacing program, which is a \$1.9 million increase over last year. Of the \$1.9 million increase, \$1.7 million is required to support the state-of-good-repair capital program (\$1.0 million Regional Funding, \$659,000 Federal Gas Tax funding) and \$273,000 is required to support long-term roads resurfacing needs.

Corporate Administration

Corporate Administration includes the **Finance department**, the **Legislative & Planning Services department**, the **CAO's Office**, and the **Office of the Chair and Regional Council**. These departments provide internal support to the departments that deliver services to Halton residents and businesses.

Budget Impacts

The 2019 Corporate Administration Operating budget reflects a net increase of \$4.1 million or 6.0%, required to maintain existing service levels and provide strategic investments. These costs have been fully allocated to program budgets to show the full cost of program delivery through Corporate Support charges.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019 - 2018	
Corporate Administration								
Budgets & Tax Policy	2,856	0	2,856	-	2,856	2,649	208	7.8%
Capital & Development Financing	2,659	(1,075)	1,584	(585)	999	974	26	2.7%
Financial Services & Payroll	3,712	0	3,712	(123)	3,589	3,322	267	8.0%
Purchasing Services & Stores	2,860	(143)	2,717	(35)	2,682	2,401	281	11.7%
Information Technology	13,423	3,496	16,919	(239)	16,680	15,651	1,028	6.6%
Asset Management	17,571	5,524	23,095	(2,524)	20,571	19,775	796	4.0%
Legal Services	2,388	(201)	2,187	(233)	1,954	1,839	115	6.2%
Risk Management	2,889	51	2,939	-	2,939	2,842	98	3.4%
Realty Services	889	(309)	579	-	579	539	40	7.4%
Regional Clerk & Council Services	889	14	902	(2)	900	855	45	5.3%
Policy Integration & Communications	7,866	(163)	7,703	(18)	7,685	7,322	363	5.0%
Internal Audit	653	4	657	-	657	627	30	4.8%
Business Planning & Corporate Initiatives	2,607	39	2,647	-	2,647	2,238	409	18.3%
Human Resources	6,192	(816)	5,376	-	5,376	5,195	181	3.5%
Office of the Chair & Regional Council	1,873	(43)	1,831	-	1,831	1,647	184	11.2%
Program Costs	\$ 69,326	\$ 6,378	\$ 75,704	\$ (3,759)	\$ 71,945	\$ 67,876	\$ 4,069	6.0%
Program Recoveries	-	-	-	-	(71,945)	(67,876)	(4,069)	6.0%
Total	\$ 69,326	\$ 6,378	\$ 75,704	\$ (3,759)	\$ -	\$ -	\$ -	-
2018 Budget	\$ 65,392	\$ 6,197	\$ 71,588	\$ (3,713)	\$ -			
\$ Change	3,935	181	4,116	(47)	-			
% Change	6.0%	2.9%	5.7%	1.3%	-			
FTE					372	364	8	2.2%



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

Finance

The entire Finance Department is included in Corporate Administration.

The **Budgets & Tax Policy** division prepares and monitors the annual Budget and Business Plan; develops and maintains financial policies and plans to ensure Halton's Business Plan is financially sustainable in conjunction with the Capital & Development Financing division; and prepares and implements Tax Policy in consultation with local municipalities. In addition, this division monitors the budgets performance through variance and ministry reporting. The 2019 budget is increasing by \$208,000 or 7.8%, primarily due to inflationary increases and cost increases related to the strategic departmental reorganization to better support Regional service departments.

The **Capital & Development Financing** division provides the capital component to the annual Budget and Business Plan; develops and maintains financial policies and plans to ensure Halton's Business Plan is financially sustainable in conjunction with the Budgets & Tax Policy division; updates the Development Charge (DC) by-laws; and prepares and implements development financing plans to ensure that the cost of growth-related infrastructure does not impact residents. The division also provides investment services for Halton's \$2.0 billion investment portfolio and places debentures to meet the financing requirements of the Region and local municipalities. The 2019 budget for this division is increasing by \$26,000 or 2.7%, primarily due to inflationary increases.

The **Financial Services & Payroll** division maintains the Region's financial records in compliance with legislation and in accordance with Canadian Public Sector Accounting Standards and prepares the annual consolidated financial statements and ministry and industry reports, such as the Financial Information Return, Annual Financial Report and Municipal Benchmarking Network Canada (MBNC). This division manages the water and wastewater billing service contract with the 4 Local Distribution Companies (LDCs) and also provides payroll services in compliance with legislation, collective agreements, and Regional benefit programs. The 2019 budget is increasing by \$267,000 or 8.0%, primarily due to inflationary increases and cost increases related to the strategic departmental reorganization to better support Regional service departments.

The **Purchasing Services & Stores** division is responsible for oversight of the procurement of goods and services 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. This 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 Halton Region services through inventory management by maintaining and providing required materials, supplies and equipment to departments. The 2019 budget is increasing by \$281,000 or 11.7%, primarily due to inflationary increases and a strategic investment for 1.0 FTE—a Senior Purchasing and Inventory Management Analyst (\$128,000). This investment is required to assist in the creation of improved processes and procedures, performing analysis, and assisting in a best practice review due to changes in technology, legislation and changing demands to ensure the Region continues to provide goods and services at desired levels of service.

The **Information Technology (IT)** division is responsible for developing strategies, standards, policies and processes related to the provision of digital information and technology assets and services. IT maintains over 370 software applications and 6,000 hardware assets in a state-of-good-repair, and provides secure, reliable access to these IT assets and services. The division also provides financial software services for Halton Regional Police Service (HRPS) and the City of Burlington. The 2019 budget is increasing by \$1.0 million or 6.6%, primarily due to inflationary increases, additional software maintenance and computing services

contracts and increased capital financing costs for the state-of-good-repair program of \$221,000. In addition, strategic investments for 2.0 FTEs—a Project Manager (\$137,000) and a Business Analyst (\$118,000)—are included in the 2019 budget. These investments are required to undertake project assessment and management related to IT solutions to support the implementation of the digital transformation initiatives included in Halton's customer service access strategy (CA-07-17).

Information Technology Capital Program							
(\$ Millions)	2019	2020	2021	2022	2023	2024 - 2028	Total
Software Licences	\$ 0.34	\$ 0.25	\$ 0.28	\$ 0.28	\$ 0.30	\$ 1.43	\$ 2.88
Software New/Replacement/Upgrade	2.60	1.46	1.93	0.81	1.55	5.60	13.94
Hardware Replacement	0.98	2.10	1.53	1.11	1.43	7.78	14.94
Infrastructure New/Replacement	0.80	0.85	0.87	1.02	0.80	6.56	10.90
Rate Funded Projects	0.53	0.43	0.45	0.42	0.52	2.31	4.66
Total	\$ 5.26	\$ 5.10	\$ 5.05	\$ 3.64	\$ 4.60	\$ 23.68	\$ 47.32

Schedule may not add due to rounding.

The \$47.3 million, 10-year IT capital program is \$2.7 million higher than the 2018 program, mainly due to updated hardware, state-of-good-repair infrastructure costs and replacement cycles, and new software implementations.

The 2019 budget has increased by \$0.4 million or over the 2019 forecast from the 2018 budget due to investments related to the implementation of the Enterprise WorkForce Management system for Paramedic Services, Purchasing System implementation and Health Electronic Records.

The capital program is initially funded from the Technology Replacement reserve which is replenished by operating transfers that IT recovers from program areas. A total of \$3.3 million in capital financing (i.e., transfer to reserves) is budgeted in 2019. This represents a \$221,000 increase or 7.1% from the 2018 budget to support Corporate initiatives (new and replacement hardware, software, and infrastructure) and program specific projects for Paramedic Services, Housing, Planning, and Business Planning & Corporate Initiatives. The 10-year financing plan ensures that the Technology Replacement reserve is maintained at levels to ensure financial sustainability and is projected to increase each year over the forecast period. The operating contributions to reserves will continually be reviewed as part of the asset management plan.

The following table provides the key performance measures related to the Finance Department.

Finance	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Region's Credit Rating	AAA	AAA	AAA	AAA	AAA
Government Finance Officers Association (GFOA) Awards for Budget and Financial Reporting	Yes	Yes	Yes	Yes	Yes
Gross % Realized Return on the Total Internally Managed Investment Portfolio	4.0%	3.6%	3.2%	3.4%	3.2%
Number of Procurements per Year	195	231	206	200	205
Number of IT Devices Supported	2,877	2,992	3,236	3,492	3,550

The Region's AAA credit rating has been maintained in 2018—a testament to the financial position, policies and practices of the Region and local municipalities. Halton continues to receive the Government Finance Officers Association (GFOA) Award for the annual budget and financial reporting for developing fiscally responsible budgeting, and presenting financial information in an easy to understand format.

Legislative and Planning Services

The Asset Management and Legal Services divisions of Legislative and Planning Services are included in Corporate Administration. The Planning Services division and Economic Development divisions are addressed in the Legislative and Planning Services section of the 2019 budget.

The **Asset Management** division provides facility concept and design and ongoing operation, maintenance, asset renewal and retirement of the Region's vertical and rolling assets. The division oversees project design, development and lifecycle analysis, and ongoing maintenance and management of Regional facilities and Halton Community Housing Corporation (HCHC) housing stock. The division also manages fleet assets and related equipment and systems to maximize efficiencies and conform to codes and regulations, accepted industry standards, and best practices. The 2019 budget is increasing by \$796,000 or 4.0%, primarily due to inflationary increases and strategic investments for 2.0 FTEs—a Project Manager I (\$114,000) and a Project Manager III (\$140,000). These investments will address the increase in program demand pressures due to an increase in facilities supported for both the Region and HCHC and demands related to the state-of-good-repair program.

The \$74.33 million 10-year Asset Management capital program is \$3.8 million lower than the 2018 program driven by extended lifecycle replacement requirements at the Halton Regional Centre (HRC) and other Regional facilities based on ongoing preventive facility maintenance activities.

Asset Management Capital Program							
(\$ Millions)	2019	2020	2021	2022	2023	2024 - 2028	Total
Halton Regional Centre - Rehab & Replacement	\$ -	\$ 1.14	\$ 0.52	\$ 1.09	\$ 1.03	\$ 4.83	\$ 8.61
Long Term Care Centres - Rehab & Replacement	2.00	1.43	1.06	0.50	0.85	7.40	13.24
Paramedic Stations - Rehab & Replacement	0.37	0.46	0.16	0.20	0.29	1.01	2.49
Facility Rehab & Replacement - Other	1.38	1.68	2.08	1.34	1.23	7.82	15.54
Woodlands Expansion (Paramedics Centralized Facility/ Public Works Operations)	-	2.00	-	29.60	-	-	31.60
Regional Accommodation Plan	-	1.20	-	-	-	-	1.20
Energy Program	-	0.10	0.10	0.10	0.10	0.50	0.90
Vehicles & Equipment	0.17	0.04	0.04	0.01	0.12	0.37	0.75
Total	\$ 3.92	\$ 8.06	\$ 3.96	\$32.85	\$ 3.62	\$ 21.93	\$ 74.33

The following are highlights of the 10-year program:

- \$39.9 million has been identified to facilitate ongoing building rehabilitation and replacement for all Regional facilities over the next 10 years.
- \$31.6 million is required for the Woodlands Operation Centre Expansion for the paramedic centralized facility identified in the Paramedic Services Master Plan (MO-14-15) and for growth needs in Public Works related to administration, vehicles, fleet services and the supply of central stores.
- \$1.2 million has been identified for the Regional Accommodation Plan for staff relocation costs from current leased facilities and existing HRC locations to the new office layouts.
- \$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 Asset Management capital program is financed from the Regional Facilities Replacement reserve and capital reserves. These reserves are replenished mainly from operating transfers recovered from program areas that benefit from the Asset Management program. As a result, the total capital financing of \$4.1 million is included in the 2019 budget, which represents a \$26,000 decrease from the 2018 budget driven mainly from the completion of the Long-Term Care flooring payback and receipt of subsidy for Employment Halton leasehold improvements.

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

Legal Services provides advice, counsel and legal representation. The 2019 budget is increasing by \$115,000 or 6.2%, primarily due to inflationary increases and cost increases related to the strategic departmental reorganization to better support Regional service departments.

Risk Management administers the Region's insurance program, minimizes the Region's liability loss exposure, and manages property and liability claims. The 2019 budget is increasing by \$98,000 or 3.4%, primarily due to increases in insurance deductibles.

Realty Services facilitates the Region's property requirements. The 2019 budget is increasing by \$40,000 or 7.4%, primarily due to inflationary increases and a decrease in recoveries.

Regional Clerk & Council Services provides support to Regional Council, its Committees, and the Halton Police Board, as well as services for freedom of information, privacy, and records management. The 2019 budget is increasing by \$45,000 or 5.3%, primarily due to inflationary increases and the addition of a provision for the Integrity Commissioner services as required by the *Municipal Act* and discussed in Report No. LPS49-18 re: Appointment of Integrity Commissioner.

The following table provides the key performance measures related to the Asset Management and Legal Services.

Legislative & Planning Services	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Asset Management Total Service Area - Corporate Facilities and Social Housing Sq. Ft. (000s)	3,900	3,900	4,100	4,200	4,200
Corporate - Asset Management Total kWh Energy Consumption (per Sq. Ft.)	37.8	36.2	35.7	36.2	34.8
Number of Property Acquisitions (Lease or Buy)	127	148	112	90	110
Number of Property Damage or Personal Injury Claims Received	126	150	184	287	207
Number of Outstanding Property Damage or Personal Injury Claims	67	68	84	89	80
Number of Formal Freedom of Information (MFIPPA) Requests	42	44	52	43	50

Chief Administrative Officer's (CAO) Office

The entire CAO's Office is included in Corporate Administration.

The **Policy Integration & Communications** division is focused on implementing a communications framework for the Region, supporting public engagement, meeting accessibility requirements, intergovernmental relations, and customer service through Access Halton. Access Halton provides 311 services offering access by phone, walk-in, email, online and social media channels to support service delivery, and receives more than 300,000 contacts per year. The 2019 budget is increasing by \$363,000 or 5.0%, primarily due to inflationary increases and a strategic investment for 1.0 FTE—a Digital Media Advisor (\$125,000). This investment is required to continue to meet current service demands, address *Accessibility for Ontarians with Disabilities Act* (AODA) website requirements, support the organization through a digital transformation, and deliver continuous improvements and enhancements alongside industry best practices.

The **Internal Audit** division supports Council and Senior Management in achieving the organization's strategic goals by providing an independent and objective evaluation of the processes and activities related to risk management, internal control and governance. Recommendations to improve the effectiveness of the processes are communicated as necessary. The 2019 budget is increasing by \$30,000 or 4.8%, primarily due to inflationary increases to the program costs.

The **Business Planning & Corporate Initiatives** division supports the development and monitoring of the Strategic Business Plan, applies Lean Six Sigma and business process management to analyze and redesign business processes for more efficient and effective service delivery, provides corporate emergency management services, maintains and supports the use of the Region's standardized project management methodology, and coordinates with Management Committee and Departmental Management Teams (DMTs) on project initiatives (including identification, documentation, prioritization and capacity planning, management, reporting and risk mitigation). Services also include measuring and benchmarking corporate performance, identifying opportunities for improvement, and implementing corporate initiatives. The 2019 budget is increasing by \$409,000 or 18.3%, primarily due to inflationary increases and strategic investments for 2.0 FTEs—a Data Strategist (\$152,000) and Data Analytics Specialist (\$122,000). These investments are required to enable Regional staff from across the organization to systematically share, manage, integrate and re-use information created in different applications or obtained from different sources. The data analytics and decision support program will position the Region to manage data and information as strategic assets and support the delivery of enhanced customer service, operational and strategic decision making, and reporting.

The **Human Resource Services** division provides support to the Region and its programs in the attraction, engagement and retention of Regional staff. With approximately 2,700 employees, 55% of whom belong to one of the eight unionized bargaining units, equaling 2,198 full time equivalents (FTE), Human Resource Services provides support to the Region through developing, implementing and maintaining a fiscally responsible and market competitive total compensation program. The division also provides labour and employee relations guidance and expertise and ensures the Region maintains a legislatively compliant healthy and safe workplace with a focus on employee physical and mental wellness. Human Resource Services ensures the Region has the required number of employees with the right skill sets in place to enable it to achieve its goals. In 2017, the Region launched its e-learning module to increase efficiency, improve compliance with time-sensitive training requirements, and reduce the overall cost associated with new-hire training. In 2018, the Region has continued to add content and develop this program which allows for improved compliance with our Code of Conduct, more efficient delivery of online training materials, and allows us to efficiently monitor employee certification and licensing to ensure regulatory compliance. The 2019 budget is increasing by \$181,000 or 3.5%, primarily due to inflationary increases and additional program costs to help address seasonal recruitment pressures.

The **Office of the Chair and Regional Council** includes the Regional Chair, a directly elected position who is the head of Regional Council, and is the Chief Executive Officer of the Corporation. The Office includes Regional Council, which is comprised of 24 members who have been elected to represent the residents

of Halton for a 4-year term (2018–2022). The 2019 budget is increasing by \$184,000 or 11.2%, primarily due to the addition of three new Councillors to Regional Council for the 2018–2022 term – one for Oakville and two for Milton (LPS71-16).

The following table provides the key performance measures related to the CAO's Office.

CAO's Office	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
% of Customers who are Overall Satisfied with their Call Centre Experience	94%	93%	92%	95%	95%
Number of Services that can be Accessed Online	69	76	81	81	91
Number of Visits to the Halton Website (000s)	2,850	3,352	3,136	3,355	3,300
Annual Emergency Exercises Completed	Yes	Yes	Yes	Yes	Yes
Number of FTE (excluding Police)	2,093	2,116	2,196	2,198	2,214
% of Voluntary Turnover of Permanent Positions per year	4.9%	4.9%	5.8%	4.8%	4.9%

The majority of residents continue to be satisfied with the quality of Regional services delivered, and there is an increase in services accessible online projected for 2019. Continued efforts ensure that the Corporate Administration support provided to the service departments in order to meet the ongoing needs of Halton residents is done in an efficient manner.

Boards & Agencies

Boards & Agencies consist of external entities to whom the Region provides funding. This includes Conservation Authorities, the Royal Botanical Gardens, and North Halton Mental Health Clinic (NHMHC), as outlined in the table below. Halton Regional Police Service (HRPS) is also included in this section due to the *Police Services Act* requirement that Regional Council approve the total Regional Tax-Supported Budget, including Police Services.

Budget Impacts

The 2019 Boards & Agencies budget is increasing by \$1.6 million or 15.8% over 2018. This is primarily due to the transfer of NHMHC to Halton Healthcare Services discussed in further detail below.

\$000	2018	2019	Change in Budget	
Boards & Agencies	Approved Budget	Requested Budget	2019 Requested to 2018 Approved	
Conservation Halton	\$ 8,821	\$ 9,215	\$ 394	4.5%
Credit Valley Conservation	561	580	19	3.4%
Grand River Conservation Authority	283	289	6	2.5%
Conservation Authorities	9,665	10,084	419	4.3%
Royal Botanical Gardens	771	787	15	2.0%
North Halton Mental Health Clinic	-	1,214	1,214	
Total	\$ 10,436	\$ 12,085	\$ 1,649	15.8%

Conservation Authorities

Conservation Authorities receive funding from those municipalities that fall within their watershed in accordance with the *Conservation Authorities Act*. Halton Region provides funding to 3 Conservation Authorities through a municipal levy: Conservation Halton (CH), Credit Valley Conservation (CVC) and Grand River Conservation Authority (GRCA). The total municipal levy request from Halton Region by the Conservation Authorities in 2019 is \$10.1 million, an increase of \$419,000 or 4.3%. The following table summarizes the 2019 budget requests from the Conservation Authorities funded by Halton Region.

\$000	2018	2019	Change in Budget	
	Approved Budget	Requested Budget	2019 Requested to 2018 Approved	
Conservation Halton	\$ 8,821	\$ 9,215	\$ 394	4.5%
Credit Valley Conservation	561	580	19	3.4%
Grand River Conservation Authority	283	289	6	2.5%
Total	\$ 9,665	\$ 10,084	\$ 419	4.3%

Halton Region has budgeted \$9.2 million for CH's municipal levy request in 2019, based on an apportionment of 92.3558%. This represents an increase of \$394,000 or 4.5% over the 2018 municipal levy, which was also based on an apportionment of 92.3558%.

A decision from the Mining and Lands Commissioner on December 21, 2017 increased Hamilton's apportionment within the CH and GRCA watersheds, which in turn decreased Halton's apportionment and also Halton's share of the municipal levy. This occurred after Regional Council's approval of the 2018 budget on December 13, 2017. Hamilton has since appealed the decision, the outcome of which is still outstanding as of the finalization of the 2019 budget. To mitigate any potential tax increase impact if Hamilton is successful in their appeal, Halton has maintained the levy for CH and GRCA based on the higher apportionment in the 2019 budget.

Before apportionment, CH's 2019 municipal levy increased by 4.5%, which is similar to the increase of Halton's budgeted levy described above due to using the same apportionment for 2018 and 2019. The major drivers for the increase are the state of good repair funding and financing charges due to the Kelso Dam Major Repair project in 2018.

In 2017, CH requested \$8.4 million from Halton Region over 10 years for their Emerald Ash Borer (EAB) program as a special request, of which \$1.2 million is requested in 2019. This request is being funded through a capital project in the Region's budget and with transfers from the Tax Stabilization reserve. The Region provides funding to CH as the work is completed and upon receipt of invoices. The CH Board of Directors approved the 2019 budget on November 22, 2018. Further details on CH's budget can be found in Report No. FN-02-19 (re: 2019 Budget Overview – Conservation Halton).

CVC's 2019 total municipal levy request from the Region is \$580,000, based on Halton's apportionment of 4.9699% in 2019. This represents an increase of \$19,000 or 3.4% over the 2018 municipal levy, which was based on an apportionment of 4.9673%. The increase in apportionment reflects that the Region is growing more than other municipalities within the watershed.

Before apportionment, CVC's 2019 municipal levy increased by 3.4%, which is similar to the increase of Halton's portion described above due to the slight increase in Halton's apportionment. The main driver for the increase in CVC's budget and the municipal levy request is related to personnel services, which accounts for 71% of their operating budget.

In 2016, CVC requested \$1.5 million from the Region over seven years for their EAB program as a special benefiting levy, of which \$212,000 is requested in 2019. Similar to CH, this request is being funded through a capital project in the Region's budget and with transfers from the Tax Stabilization reserve. The Region provides funding to CVC as the work is completed and upon receipt of invoices. The CVC Board of Directors is expected to approve the 2019 budget on February 8, 2019. Further details on CVC's budget can be found in Report No. FN-03-19 (re: 2019 Budget Overview – Credit Valley Conservation).

The Region has budgeted \$289,000 for GRCA's municipal levy request in 2019, based on an apportionment of 2.4846%. This represents an increase of \$7,000 or 2.5% over the 2018 municipal levy, which was also based on an apportionment 2.4846%. Before apportionment, GRCA's 2019 municipal levy increased by 2.5%, which is similar to the increase of Halton's budgeted levy due to using the same apportionment for 2018 and 2019. As discussed previously, this is to mitigate any potential tax increases if Hamilton is successful in their appeal. The main driver for the increase in GRCA's budget and the municipal levy is related to personnel services and inflation. The GRCA Board of Directors is expected to approve the 2019 budget on February 22, 2019. Further details on GRCA's budget can be found in Report No. FN-04-19 (re: 2019 Budget Overview – Grand River Conservation Authority).

Royal Botanical Gardens

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 2.0% or \$15,000 to a 2019 budget of \$787,000.

North Halton Mental Health Clinic (NHMHC)

Effective April 1, 2018, NHMHC was transferred from Halton Region (Clinical Health Services division) to Halton Healthcare Services (HHS) as per Report No. MO-33-17. Pursuant to a funding agreement between Halton Region and HHS, an annual grant of \$1.0 million will be provided for NHMHC programming, and the Region will continue to fund the lease for this facility which amounts to \$174,000 in 2019. The following table details the change in the Region's budget as a result of the transfer.

\$000	2018		2019		Change in Budget	
	Approved Budget	Requested Budget	2019 Requested to 2018 Approved			
North Halton Mental Health Clinic						
Personnel Services	\$ 2,217	\$ -	\$ (2,217)	-100.0%		
Materials & Supplies	46	-	(46)	-100.0%		
Purchased Services	476	-	(476)	-100.0%		
Financial & Rent Expenses	21	-	(21)	-100.0%		
Grants & Assistance	-	1,040	1,040			
Total Direct Costs	2,760	1,040	(1,720)	-62.3%		
Other Expenditures	549	174	(375)	-68.3%		
Gross Operating Expenditures	3,309	1,214	(2,095)	-63.3%		
Capital Financing Expenditures	-	-	-	0.0%		
Total Gross Expenditures	3,309	1,214	(2,095)	-63.3%		
Subsidies	(1,850)	-	1,850	-100.0%		
Other Revenues	(2)	-	2	-100.0%		
Total Revenue	(1,852)	-	1,852	-100.0%		
Net Program Expenditures	\$ 1,457	\$ 1,214	\$ (243)	-16.7%		

Total gross expenditures are decreasing by \$2.1 million or 63.3% as a result of the ongoing program costs being transferred to HHS, partially offset by the above mentioned \$1.0 million grant that the Region will provide. Subsidies and other program revenue is decreasing by \$1.9 million due to the provincial funding through the Mississauga Halton Local Health Integration Network (MHLHIN) for NHMHC also being transferred to HHS. These impacts result in net program expenditures decreasing by \$243,000 or 16.7%. The Region will continue to support NHMHC until such time as additional funding is secured by HHS for the transferred programs, which will be used to reduce the Region's annual contribution.

Halton Regional Police Service (HRPS)

The HRPS 2019 budget request is \$155.4 million, which includes an increase of \$5.3 million or 3.5% over the 2018 approved budget. The table below provides a summary of the budget request. The Halton Police Board approved the 2019 budget on October 25, 2018. Further details regarding this budget request can be found in Report No. FN-05-19 (re: 2019 Budget Overview – Halton Regional Police Service).

\$000s	2018		2019		Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2019 Base to 2018 Approved		2019 Requested to 2018 Approved	
Halton Regional Police Service								
Personnel Services	\$ 135,426	\$ 138,846	\$ 1,241	\$ 140,087	\$ 3,419	2.5%	\$ 4,661	3.4%
Materials & Supplies	7,083	7,085	145	7,231	3	0.0%	148	2.1%
Purchased Services	9,457	9,873	-	9,873	416	4.4%	416	4.4%
Financial & Rent Expenses	360	355	-	355	(5)	-1.4%	(5)	-1.4%
Total Direct Costs	152,325	156,159	1,387	157,546	3,834	2.5%	5,220	3.4%
Other Expenditures	1,586	1,675	-	1,675	89	5.6%	89	5.6%
Gross Operating Expenditures	153,911	157,834	1,387	159,221	3,923	2.5%	5,310	3.4%
Transfer to Reserves - Capital	5,075	5,211	-	5,211	136	2.7%	136	2.7%
Transfer from Reserves - Capital	(2,923)	(1,844)	-	(1,844)	1,080	-36.9%	1,080	-36.9%
Debt Charges	5,104	4,169	-	4,169	(935)	-18.3%	(935)	-18.3%
Capital Expenditures	7,256	7,536	-	7,536	281	3.9%	281	3.9%
Total Gross Expenditures	161,167	165,371	1,387	166,757	4,204	2.6%	5,590	3.5%
Subsidies	(6,015)	(6,015)	-	(6,015)	-	0.0%	-	0.0%
Other Revenue	(5,081)	(5,359)	-	(5,359)	(278)	5.5%	(278)	5.5%
Total Revenue	(11,096)	(11,374)	-	(11,374)	(278)	2.5%	(278)	2.5%
Net Program Expenditures	\$ 150,071	\$ 153,997	\$ 1,387	\$ 155,383	\$ 3,926	2.6%	\$ 5,312	3.5%

Non-Program Items and Fiscal Transactions

Budget Impacts

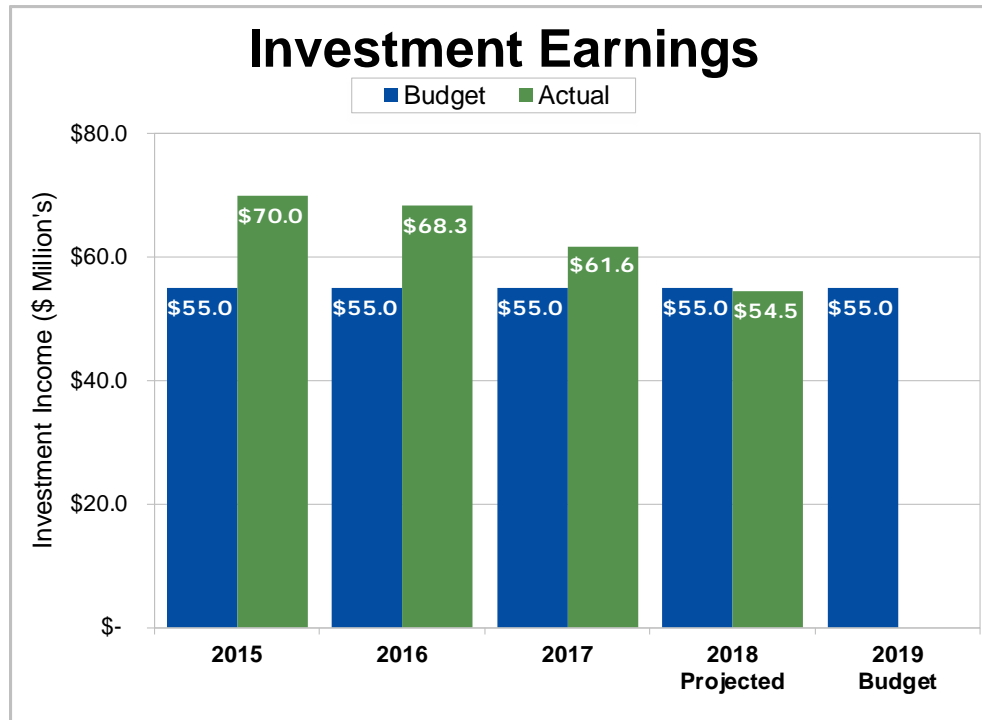
The table below summarizes the Non-Program and Fiscal Transactions, which have increased by \$2.7 million or 13.0% in the 2019 tax-supported budget primarily driven by 2019 Corporate Administration strategic investments, additional capital financing expenditures, the addition of a benefit provision, a reduction in supplementary tax revenue, and an increase in assessment services.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Costs	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2019 - 2018	
Net Interest Earnings	\$ -	\$ 43,632	\$ 43,632	\$ (51,383)	\$ (7,751)	\$ (7,751)	\$ -	0.0%
Supplementary Tax Revenue	-	-	-	(6,500)	(6,500)	(7,000)	500	-7.1%
Provincial Offences Act	-	-	-	(2,328)	(2,328)	(1,934)	(393)	20.3%
Payments-in-Lieu of Taxes	-	-	-	(2,800)	(2,800)	(2,800)	-	0.0%
Right-of-Way Taxes	-	-	-	(1,250)	(1,250)	(1,250)	-	0.0%
Tax Write-Off Provision	4,700	-	4,700	-	4,700	4,295	405	9.4%
Tax Policy Expenditures	548	-	548	-	548	1,048	(500)	-47.7%
Assessment Services	9,602	-	9,602	-	9,602	9,134	467	5.1%
General Expenditures	4,446	31,730	36,176	(7,232)	28,943	26,755	2,188	8.2%
Total	\$ 19,296	\$ 75,362	\$ 94,657	\$ (71,493)	\$ 23,164	\$ 20,498	\$ 2,667	13.0%
2018 Budget	\$ 18,623	\$ 72,819	\$ 91,443	(70,945)	\$ 20,498			
\$ Change	672	2,543	3,215	(548)	2,667			
% Change	3.6%	3.5%	3.5%	0.8%	13.0%			

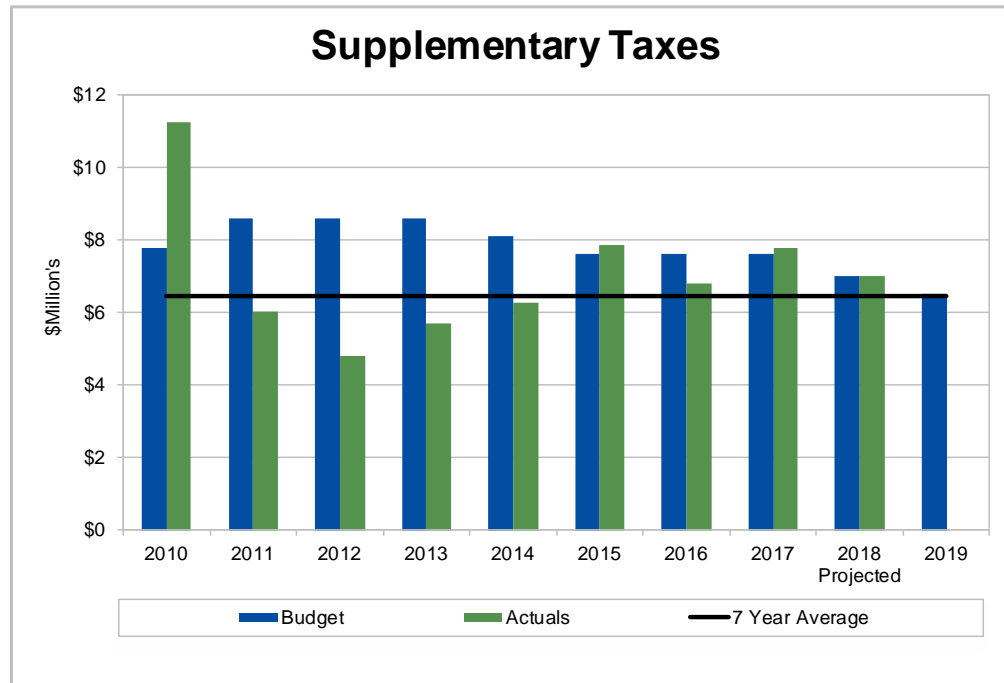
Schedule may not add due to rounding.

Net Interest Earnings – The gross revenue budget for investment earnings is based on general economic trends, the mix of investments in the Region’s portfolio, and the fluctuating balances in reserves, reserve funds and the capital fund. The 2019 budget continues to include \$55.0 million of investment income as a source of revenue. Of this revenue, \$43.0 million will be used to finance the Region’s State-of-Good-Repair capital programs and the remaining \$12.0 million will support the tax (\$8.4 million) and rate (\$3.6 million) supported services, unchanged from the 2018 budget.

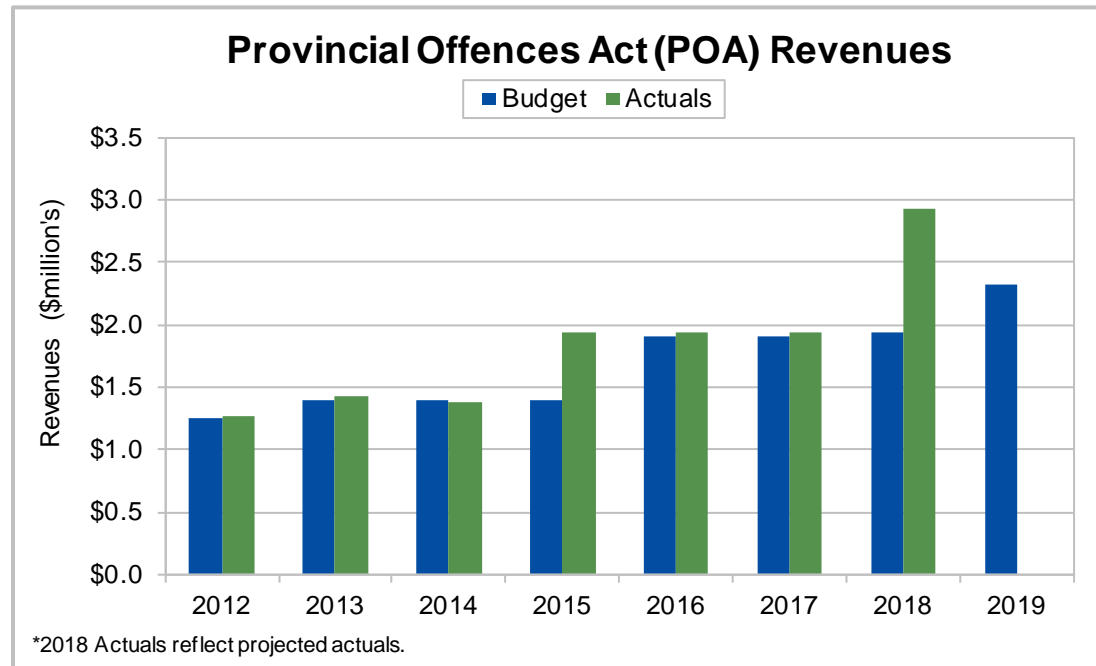
As discussed in Report No. FN-30-18 (re: Investment Performance to August 31, 2018), achieving the target investment earnings from interest revenues alone remains challenging due to continued low investment yields in the market. The target budget has been achieved through capital gains generated as a result of the Region’s active investment portfolio management. While the Region benefits from realizing capital gains on the investment portfolio, these revenues are one-time in nature and do not form part of the annual operating budget. Staff will continue to monitor investment earnings to determine whether any adjustment is required in future budgets.



Supplementary Taxes – Periodically throughout the year, the Municipal Property Assessment Corporation (MPAC) provides the Region with supplementary/omitted assessment rolls for new assessment added to the tax roll. Supplementary tax revenue is generated from the additional assessment. This revenue is difficult to predict as it is dependent on the quantity of properties assessed by MPAC, general economic conditions, and the level of development within each local municipality. For this reason, many municipalities choose not to budget for supplementary tax revenue as a recurring source of revenue. The supplementary tax revenue budget has been reduced by \$500,000 or 7.1 % to \$6.5 million in order to reflect the actual average revenues over the past 7 years (2011-2017). Staff will continue to monitor supplementary tax revenue to determine whether any further adjustment needs to be made in future budgets.



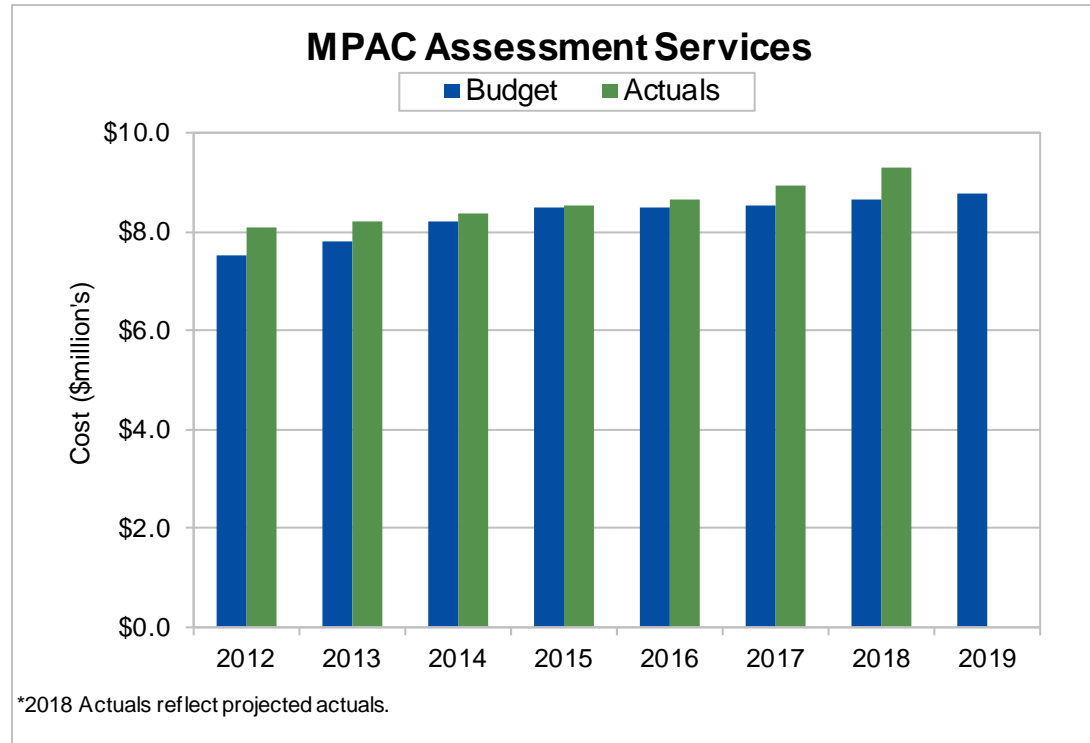
Provincial Offences Act (POA) Revenue – As outlined in the following chart, the 2019 budget includes an increase of \$393,000 or 20.3% in POA revenue to a total budget of \$2.3 million. The Region receives 50% of net revenues generated by the POA from Halton Court Services. Since 2016, this amount has been kept relatively constant in the budget, with any excess generated by Halton Court Services being transferred to their Stabilization reserve. In 2018, the Halton Court Services' Stabilization reserve balance is projected to be \$7.0 million. The decision was made to transfer the projected excess to the Region and the Municipal Partners (City of Burlington, Town of Halton Hills, Town of Milton and Town of Oakville). Halton's portion of the projected excess for 2019 is \$393,000, which has been added to the budget.



The budget for tax policy includes revenues from payments-in-lieu of taxes and rights-of-way taxes as well as expenditures relating to tax write-offs and several tax rebate programs:

- **Payments-in-Lieu of Taxes** – The Region receives provincially established payments-in-lieu of taxes for various federal and provincial properties that are exempt from taxation, including hospitals, universities, colleges and correctional facilities. The 2019 budget for revenues from payments-in-lieu of taxes remains unchanged over the 2018 budget at \$2.8 million.
- **Right-of-Way Taxes** – The Region also receives taxes on railway and utility rights-of-way based on a per acre rate set by the Province. The 2019 budget for revenues right-of-way taxes remains unchanged over the 2018 budget at \$1.3 million.
- **Tax Write-Off Provision** – Tax write-offs are primarily due to current value assessment (CVA) reductions, such as from a successful assessment appeal, change in use of a property, or demolition. They result in less revenue collected, putting pressure on the continued delivery of the Region’s core services. To mitigate this risk, the budget includes a tax write-off provision. The 2019 budget for this provision is increasing by \$405,000 or 9.4% over the 2018 budget to more closely reflect the current 7-year average (2011-2017) of tax write-offs of \$4.7 million.
- **Tax Policy Expenditures** – The tax rebate programs offered by the Region include provincially mandated programs for a tax increase deferral for senior/disabled homeowners, rebates for charities, and a discretionary rebate for the Region’s portion of the tax rebate for seniors provided by the local municipalities. The 2019 budget is decreasing by \$500,000 or 47.7% over the 2018 budget as a result of the 100% phase out of the vacant unit rebate program in 2019.

Assessment Services – MPAC provides assessment services to the Region and local municipalities. The Region is responsible for paying for these services, the cost of which is based on Halton’s CVA when compared to the Province’s CVA. Through this method, MPAC’s budget is apportioned to all municipalities across Ontario. Therefore, factors affecting the cost of assessment services include MPAC’s budgetary increases and apportionment increases relating to the Region’s growth. The 2019 budget for assessment services is \$9.6 million, an increase of \$467,200 or 5.1% over the 2018 budget.



General Expenditures – A significant component of the general expenditures budget is reserve transfers related to benefit obligations, corporate capital initiatives (e.g., payback for radio trunking) and grant contributions. The biggest contributor to the \$2.2 million or 8.2% increase are the recommended strategic investments of \$1.0 million in Corporate Administration to provide additional support to Information Technology, Purchasing Services & Stores, Policy Integration & Communication, Business Planning & Corporate Initiatives and Asset Management, which will be allocated to the service delivery programs in the 2020 budget.

In addition, a provision of \$800,000 has been included in the 2019 budget for the implementation of the review of the employee non-union benefit plan, in order to ensure it remains competitive. Reserve contributions for the Halton Regional Centre rehabilitation and replacement (\$406,000) and Emerald Ash Borer (\$272,000) programs have increased in 2019, in accordance with financing plans. Also included in 2019, is an increase in the transfer to the Workplace Safety and Insurance Board (WSIB) reserve of \$300,000 to further mitigate any future impact of WSIB benefit obligations based on Halton's most recent actuarial review.

The \$7.2 million in subsidies increased by \$659,000 over the 2018 budget related to the Federal Gas Tax Funding (\$7.2 million related to Tax-Supported Budget). The total Gas Tax allocated to Halton is \$16.6 million in 2019 which is a \$659,000 increase from the 2018 budget. The increase in Gas Tax has been allocated to the Transportation State-of-Good-Repair capital program. Of the \$16.6 million, \$7.2 million is allocated to the Tax-Supported Budget to fund the Transportation State-of-Good-Repair capital program (\$6.1 million) and the Road Resurfacing program (\$1.1 million). The remaining \$9.5 million is allocated to the Rate-Supported Budget to fund the Water and Wastewater State-of-Good-Repair capital program.

HALTON REGION

Budget and Business Plan 2019

Water & Wastewater Overview



Water & Wastewater Budget Overview

2019 Operating Budget Summary

Water and wastewater services are not funded by property taxes. These 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 monthly 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 monthly service charge is an important component of the fee structure to ensure there is a stable source of funding to maintain the water and wastewater system, whether the service is used or not. The combination of a fixed and variable fee structure is a recommended industry best practice to ensure a reliable, sustainable source of revenue while also providing customers control over spending and encouraging water conservation. In Halton, water and wastewater charges are billed on behalf of the Region on the electricity bills issued through the four local distribution companies.

As shown in the following table, the 2019 Water and Wastewater Rate-Supported budget has a 3.7% increase, which is lower than the 4.2% as recommended in Report No. FN-26-18 (re: 2019 Budget Directions) as a result of savings and efficiencies described in more detail below. For a typical residential home using 250 cubic metres (m³) of water per year, this will result in an additional \$35 in 2019, for both water and wastewater charges.

Rate Impact On a Typical Household (250 m ³ / Year)						
	2018		2019		Change*	
	Budget		Budget		\$	%
Water	\$	444	\$	464	\$ 20	4.5%
Wastewater		520		535	15	2.9%
Total	\$	964	\$	999	\$ 35	3.7%

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

As shown in the following table, the 2019 requested budget for Water and Wastewater Services is increasing from \$197.1 million to \$205.6 million, an increase of \$8.5 million or 4.3%. This includes the base budget increase of \$8.4 million and net strategic investments of \$115,000 that align with Council priorities. Customer growth is estimated to be 1.5% or \$1.3 million, resulting in a net water and wastewater rate increase of \$7.2 million or 3.7% for the 2019 Budget.

\$000s	2018		2019		Change in Budget	
	Approved Budget	Requested Budget	Requested Budget	2019 Requested / 2018 Budget		
Gross Operating Expenditures	\$ 113,838	\$ 116,705	\$ 2,867	2.5%		
Capital Transfers	100,801	106,542	5,741	5.7%		
Gross Expenditures	\$ 214,639	\$ 223,247	\$ 8,608	4.0%		
Other Revenues	(17,521)	(17,616)	(95)	0.5%		
Net Program Impact	\$ 197,117	\$ 205,631	\$ 8,513	4.3%		
Consumption Growth*			-	0.0%		
Customer Growth*			(1,305)	-0.7%		
Rate Increase			\$ 7,209	3.7%		

* Includes 0.0% consumption growth and 1.5% customer growth

As outlined in the table above, operating costs are increasing by \$2.9 million, driven by inflationary and other projected increases mitigated with one-time savings and efficiencies which are discussed in the details below.

In addition, there is a \$5.7 million increase in capital expenditures, which fund the water and wastewater State-of-Good-Repair capital program. The operating contributions for the existing State-of-Good-Repair capital program have increased by \$7.7 million based on the Public Work's Asset Management Plan, which is closely aligned with the 2019 forecast included in the 2018 Budget. This is offset by a \$2.0 million reduction in debt charges due to retiring debt.

Of the 3.7% increase, 2.5% is driven by capital financing required to support the State-of-Good-Repair capital program and 1.2% is required to operate and maintain the water and wastewater system.

\$000s	Change in Budget		
	Net Program Impact	With Customer Growth*	Rate Impact
Gross Operating Expenditures	\$ 2,867		
Other Revenues	(95)		
Net Operating Expenditures	\$ 2,772	\$ 2,347	1.2%
Capital Expenditures	5,741	4,861	2.5%
Net Program Impact	\$ 8,513	\$ 7,209	3.7%

* Includes 0.0% consumption growth and 1.5% customer growth

2019 Budget Development

The following chart highlights the process undertaken to prepare the 2019 Rate-Supported budget.

2019 Budget Process		
	Rate Increase	Consumption / Customer Growth
2019 Forecast	4.2%	0.0% / 1.5%
2019 Budget Direction	4.2%	0.0% / 1.5%
2019 Budget	3.7%	0.0% / 1.5%

The 10-year operating budget forecast in the 2018 Budget and Business Plan projected the rate increase for Regional programs in 2019 to be 4.2%. The 10-year operating budget forecast was developed based on existing program financing plans and program-specific assumptions with respect to expected inflationary and growth factors. For the 2019 budget directions, the forecast budget model maintained the water consumption (0.0%) and customer growth (1.5%) projected in the 2018 forecast and updated the budget model assumptions to reflect updated information and adjusted program financing plans. Based on these factors, Council approved the 2019 budget directions with a rate increase not to exceed 4.2%. Several times during the budget process, senior management reviewed the base budget and proposed strategic investments to ensure levels of service are maintained and to achieve Council priorities. These considerations are reflected in the 2019 budget with a 3.7% rate increase.

To achieve the 2019 budget directions recommendations, while ensuring sufficient resources are available to maintain service levels, support Council priorities, and address inflationary and growth pressures, an on-going commitment to continuous improvement is required to achieve efficiencies and build capacity. Key initiatives completed or underway in 2018 include:

- Reorganization and process review in water/wastewater system maintenance including the introduction of reliability centred maintenance to streamline processes and improve effectiveness of the maintenance program
- Continued implementation of the Quality, Environment, Health and Safety Team (QUEST) to enhance regulatory compliance and identify opportunities to improve processes
- Review of energy billing to identify opportunities for savings
- Review of the Ontario One Call locate process resulting in operational savings

The 2019 Budget also incorporates savings in the base budget through efficiencies and the redeployment of resources to priority programs. The following savings and revenues of \$2.8 million were identified in the 2019 Rate-Supported budget, which were used to fund priority areas in the water and wastewater program:

- Reduction in debt charges of \$2.0 million resulting from the retirement of debt.

- Decrease of \$460,000 in maintenance materials and purchased services due to efficiencies identified through a review of the maintenance program and the implementation of a reliability-centered maintenance program. Also, savings were achieved by reducing reliance on external contractors and bringing more maintenance in-house.
- Decrease of \$204,000 in various materials and supplies resulting from savings in cell phone contract costs and to reflect actual trends.
- Decreased locate investigation costs of \$103,000 achieved through process efficiencies and optimization of request processing at Ontario One Call.
- Additional revenue of \$95,000 to reflect an inflationary increase on user fees.

Also contributing to the 3.7% rate increase, which is lower than the Budget Direction target of 4.2%, is that projected hydro costs are \$350,000 lower than expected in Budget Directions. As discussed in Report No. FN-32-18 (re: Operating Budget Variance Report for the period ending August 31, 2018 and Capital Budget Variance and project closure report for the period ending June 30, 2018), an additional treatment facility and a water pumping station became eligible as of July 1, 2018 to participate in the Industrial Conservation Initiative (ICI) which helps the Region manage its global adjustment costs by reducing demand during peak periods. As a result, the planned 2019 hydro budget increase of \$350,000 has been deferred, and the 2019 budget has been maintained at the 2018 level.

2019 Budget Key Drivers

The savings discussed above, together with customer growth of 1.5%, are used to partially fund the key drivers in the 2019 Budget. The investments required to address these key drivers have been included in the 2019 Budget within an overall 3.7% rate increase, totalling \$7.2 million. The following key drivers of the 2019 Budget reflect Council's priorities and are detailed later in the divisional overviews.

Water and Wastewater Maintenance program - The 2019 Rate-Supported operating budget provides \$19.9 million for the ongoing repair and maintenance of the water and wastewater system, which is an increase of \$252,000 or 1.3% from the 2018 budget, and includes inflationary increases mitigated by increased program efficiencies and a reallocation of resources. Throughout 2018 and continuing in 2019, staff are enhancing the planning and delivery of the Plant Maintenance program in order to provide an optimum maintenance mix that includes reliability-centered maintenance that will help efficiently and effectively realize the maximum value of the Region's water and wastewater assets. Savings and efficiencies have been identified through reducing reliance on external contractors and bringing more maintenance in-house. In-house maintenance staff are better able to assess the status of assets and deliver a high level of service because of their specialized familiarity with Halton equipment and operating conditions gained through experience and training. In order to maintain existing service levels for the growing water and wastewater system, the following strategic investment of \$226,000 is proposed for 2019, which will be funded with equivalent reductions to purchased services, with no net rate impact:

- **Water and Wastewater (W&WW) Treatment – Operations Support Coordinators (2) - \$226,000** Additional staff are required to support maintenance activities. These positions are required to ensure that certain levels of customer service are delivered and that asset maintenance needs are met. The cost will be offset by equivalent reductions in purchased services, for no net rate impact.

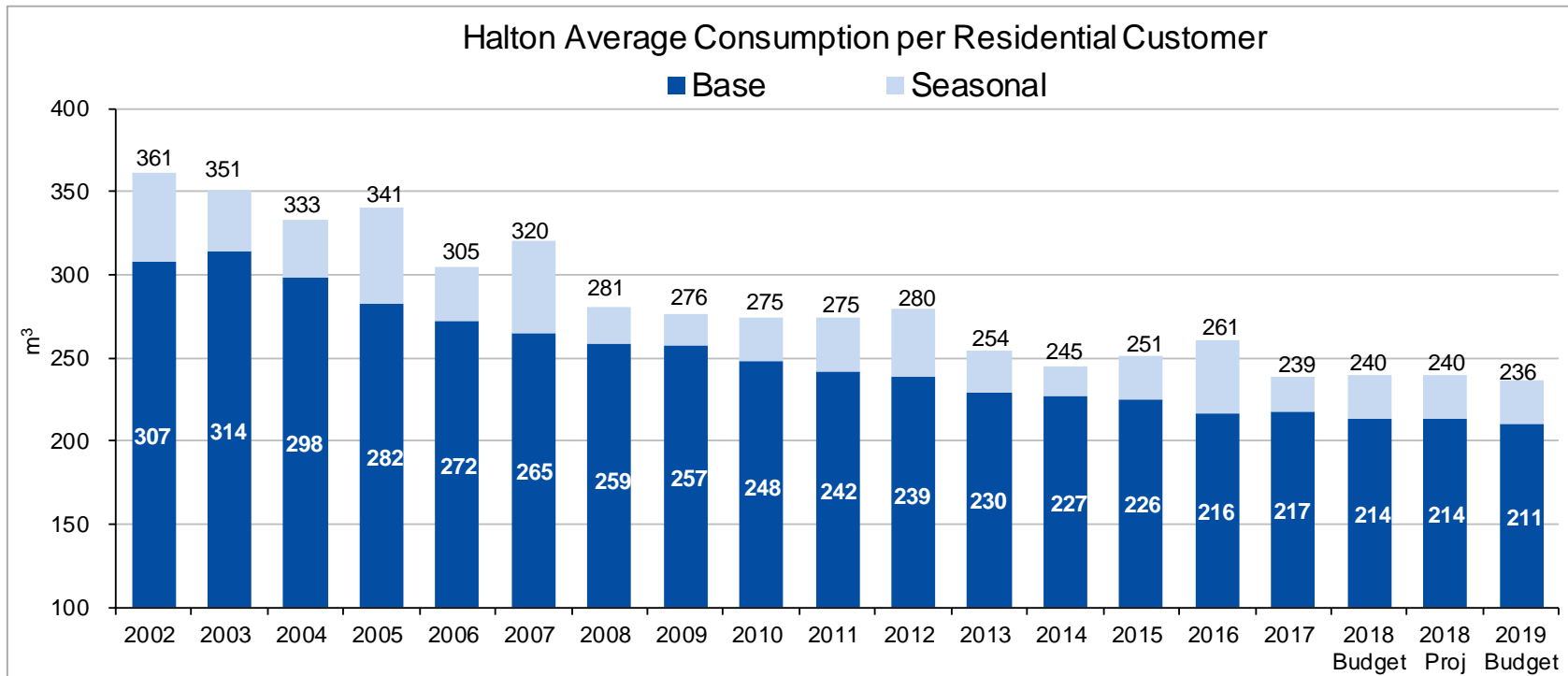
Infrastructure Management and Delivery - In order to maintain existing service levels for the growing water and wastewater system and to meet growing legislative requirements, the following strategic investments of \$529,000 are proposed, which will be funded from capital recoveries and reductions to purchased services, with no net rate impact:

- **Construction Ambassadors (2) - \$217,000** - The Region delivers significant capital programs that support growth and maintain existing infrastructure in a state of good repair. The Construction Ambassadors will help establish a "one-window" point of contact to improve the customer experience related to Regional capital projects. The cost will be funded from capital recoveries, for no net rate impact.
- **Senior Project Advisor (SPA) - \$157,000** The Region undertakes significant capital programs to support growth and state of good repair. A new Engineering Management Office, led by the SPA role, will focus on ensuring improved program delivery and improved customer experience. The cost will be funded from capital recoveries, for no net rate impact.
- **Water and Wastewater (W&WW) Treatment – Senior Project Advisor - \$155,000** This position will be responsible for the supervision and leadership of a diverse group of operational technical staff, and will provide a unified, transparent and consistent approach to W&WW treatment plant optimization, data management, benchmarking, KPIs, compliance information, and operational support. The cost will be offset by reductions in purchased services, for no net rate impact.

Basement Flooding Mitigation program - The 2019 budget includes \$136,000 for the Region's Ex-Gratia Grant program and for the Basement Flooding Prevention subsidy program. In addition, the Region-wide Basement Flooding Mitigation program is well on the way as set out in Report No. PW-40-17 (re: Region Wide Basement Flooding Mitigation Program Update). The budget includes the continued implementation of the Region-wide Basement Flooding Mitigation program as set out in Report No. PW-18-16 (re: Region-Wide Basement Flooding Mitigation Program) and the related financial plan. This program is expected to require \$85.3 million between 2016 and 2025, in support of the annual grant for the Basement Flooding Prevention program (i.e., voluntary downspout/weeping tile disconnections and lateral lining and repair) (\$24.9 million) and the 10-year capital program (\$60.4 million). The 2019 Budget includes the ongoing annual grant funding of \$2.3 million and capital project funding of \$6.0 million.

Sustainable Rate Revenue - The Region implemented the results of the Rate Revenue Review (FN-20-16 re: 2017 Budget Directions) in the 2017 Budget and Business Plan, which included adjustments to the projected consumption from 54.8 million m³ to 52.9 million m³ to reflect the declining trend in actual consumption, implementing a uniform rate structure and phasing out the wastewater cap by 2020 for billing purposes. The 2019 Budget continues with these parameters including anticipated consumption of 52.9 million m³, which staff will continue to monitor as consumption continues to decline. The rate forecast anticipates further reductions to budgeted consumption.

It is expected that water conservation efforts and growing environmental awareness will continue to affect the consumption level in the forecast period although the rate of this trend is projected to decelerate with efficient plumbing and appliances reaching maturity over time. As shown in the graph below, the actual base consumption (with no seasonal usage) has been steadily decreasing, with a 4.3% reduction in the average annual household consumption from 227m³ to 217m³ over the past 4 years (2014-2017). Accordingly, the 10-year operating forecast incorporates provisions for declining consumption.



Long-Term Water Meter & Billing Strategy - As set out in Report No. PW-18-18/FN-25-18 (re: Long Term Water Meter Strategy), over the course of 2017-2018, with the assistance of EMA Canada Inc., staff undertook a comprehensive review of the meter program and developed a Long Term Water Meter Strategy. Based on this comprehensive review, it was determined that a Region-Wide Advanced Meter Infrastructure (AMI) system would best suit Halton Region's long-term meter program objectives and leverage technology to provide a reliable, accurate and cost-effective customer service focused water metering program. Staff are in the process of developing an implementation plan for the installation of a Region-Wide AMI system, which will be brought forward to Council in 2019, with the AMI system implementation anticipated to begin in 2020. Benefits of AMI technology including revenue protection, improved operational efficiency, enhanced customer service, improved distribution system performance monitoring, and environmental benefits will position Halton well for the future and leverage new technology to meet the current and evolving needs of Halton and its residential and industrial, commercial and institutional customers.

In addition, the Region has nearly completed the replacement of the existing 12,500 small pulse meters (12 mm to 25 mm) and applicable large meters (40 mm to 250 mm) to ensure that all customers are billed accurately for the amount of water consumed, with the replacement expected to be complete in 2019. Furthermore, a proactive maintenance program for large meters (40 mm and greater), which began in 2017, will continue, prolonging the life of the meters and ensuring that the proper volume of water is being recorded. Based on the results of meter testing, the meter replacement program will be optimized to ensure that larger meters are scheduled for replacement when their accuracy in measuring volume degrades.

Organizational Sustainability - Through past budgets, the Region has reallocated resources to priority areas in order to maintain service levels and address pressures without impacting the budget. However, to maintain sustainability within the organization there are key resources identified in the 2019 budget that will provide key leadership roles in maintaining internal controls, data analytics and technical support. The 2019 Rate-Supported budget includes the following:

- **Compliance Specialist - \$115,000** To provide additional capacity to the Integrated Management Systems and Quality Assurance Group to undertake quality, environmental, health and safety compliance audits, and ensure that Public Works' operations maintain compliance and quality.

2019 Water & Wastewater Operating Budget by Major Program

As shown in the following table, the 2019 requested budget for Water and Wastewater Services is increasing from \$197.1 million to \$205.6 million, an increase of \$8.5 million or 4.3%. This includes a base budget increase of \$8.4 million or 4.3% and net strategic investments of \$115,000 that align with Council priorities and address operational issues. When combined with 1.5% customer growth (\$1.3 million), this results in a net water and wastewater rate increase for the 2019 budget of \$7.2 million or 3.7%. The net expenditures shown below incorporate the cost of Corporate Administration in order to reflect the full cost of service delivery.

As discussed earlier, of the 3.7% increase, 2.5% relates to capital financing of the State-of-Good-Repair program, and 1.2% is required to operate and maintain the water and wastewater system. The changes in the 2019 Budget by program area are discussed in detail later in this section.

Net Operating Budget for Water & Wastewater Services									
\$000s	2018		2019			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2019 Base to 2018 Budget		2019 Requested to 2018 Budget		
Water Treatment	\$ 22,148	\$ 22,868	\$ 29	\$ 22,897	\$ 719	3.2%	\$ 748	3.4%	
Wastewater Treatment	38,665	38,806	29	38,835	141	0.4%	170	0.4%	
Water Distribution	24,727	26,749	29	26,778	2,022	8.2%	2,051	8.3%	
Wastewater Collection	20,258	20,033	29	20,061	(225)	-1.1%	(196)	-1.0%	
Infrastructure Management	91,319	97,060	-	97,060	5,741	6.3%	5,741	6.3%	
Net Program Impact	\$ 197,117	\$ 205,516	\$ 115	\$ 205,631	\$ 8,399	4.3%	\$ 8,513	4.3%	
Consumption Growth (0.0%)							-	0.0%	
Customer Growth (1.5%)							(1,305)	-0.7%	
Net Increase Requirement							\$ 7,209	3.7%	

Schedule may not add due to rounding.

2019 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	2018		2019			Change In Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2019 Base to 2018 Budget		2019 Requested to 2018 Budget		
Personnel Services	\$ 51,306	\$ 53,285	\$ 845	\$ 54,131	\$ 1,980	3.9%	\$ 2,825	5.5%	
Materials & Supplies	27,234	27,508	24	27,532	273	1.0%	298	1.1%	
Purchased Services	34,298	34,098	(381)	33,717	(200)	-0.6%	(581)	-1.7%	
Financial and Rent Expenses	210	285	-	285	75	35.8%	75	35.8%	
Grants & Assistance	2,442	2,442	-	2,442	-	0.0%	-	0.0%	
Total Direct Costs	115,490	117,618	488	118,106	2,129	1.8%	2,617	2.3%	
Allocated Charges/Recoveries	(16,299)	(16,420)	(373)	(16,793)	(121)	0.7%	(494)	3.0%	
Corporate Support Charges/Recoveries	14,562	15,307	-	15,307	745	5.1%	745	5.1%	
Transfers to Reserves - Operating	86	85	-	85	(0)	-0.5%	(0)	-0.5%	
Transfers from Reserves - Operating	-	-	-	-	-	0.0%	-	0.0%	
Gross Operating Expenditures	113,838	116,590	115	116,705	2,752	2.4%	2,867	2.5%	
Capital Financing Expenditures	100,801	106,542	-	106,542	5,741	5.7%	5,741	5.7%	
Total Gross Expenditures	214,639	223,132	115	223,247	8,494	4.0%	8,608	4.0%	
Subsidies	(9,482)	(9,482)	-	(9,482)	-	0.0%	-	0.0%	
Other Revenues	(8,039)	(8,134)	-	(8,134)	(95)	1.2%	(95)	1.2%	
Total Revenue	(17,521)	(17,616)	-	(17,616)	(95)	0.5%	(95)	0.5%	
Net Expenditures	\$ 197,117	\$ 205,516	\$ 115	\$ 205,631	\$ 8,399	4.3%	\$ 8,513	4.3%	
Consumption Growth								0.0%	
Customer Growth								1.5%	
Rate Impact								3.7%	

Schedule may not add due to rounding.

Expenditures

Personnel Services - \$2.8 million increase

As shown in the following table, compensation costs are proposed to increase by 5.51% or \$2.8 million in 2019 as a result of:

- 3.86% or \$2.0 million for base budget compensation increases, comprised of the following:
 - 3.12% or \$1.6 million increase to salary/wage budget which includes a 2.0% increase in the non-union pay band based on a pay-for-performance merit system, an adjustment in the budgeted percentage of job rate (from 92.03% to 94.21%) to reflect the actual trend, and anticipated increases in union agreements.
 - 0.74% or \$379,000 increase to benefit costs, including a premium increase of 2.75% for extended health care and 2.75% for dental costs where personnel rates are further adjusted to represent the group's utilization experience.
- 1.65% or \$845,000 increase for an additional 7.0 full-time equivalents (FTEs) recommended as strategic investments in the 2019 budget. Of the 7.0 FTEs, 6.0 FTEs (\$734,000) are funded by reallocated base budget and capital recovery, with no net rate impact.

2019 Compensation Summary

	2017	2018	2019			Change
	Compensation Budget	Adjusted Compensation Budget	Compensation Inc/(Dec)	Strategic Investments	Compensation Budget	
Infrastructure Planning & Policy	9,021,100	9,341,070	395,000	110,930	9,847,000	5.42%
Engineering & Construction	8,807,330	9,049,780	377,320	360,390	9,787,490	8.15%
Water & Wastewater System Services	13,484,300	14,340,130	513,940	-	14,854,070	3.58%
Water & Wastewater Treatment	18,033,630	18,574,790	693,400	373,900	19,642,090	5.75%
Total	\$ 49,346,360	\$ 51,305,770	\$ 1,979,660	\$ 845,220	\$ 54,130,650	5.51%
Compensation Increase			3.86%	1.65%	5.51%	

Staff Complement

As shown in the following table, the additional staff complement proposed in the 2019 Rate-Supported budget as strategic investments is 7.0 FTEs or a 1.52% increase, which results in a total complement of 466.0 FTEs. An in-year net reduction of 2.0 FTEs is due to a reorganization in the Water & Wastewater Treatment and System Services divisions.

2019 Complement Summary

	2017	2018		2019		
	Budgeted Staff Complement	Budgeted Staff Complement	Total In-Year Adjustments	Strategic Investments	Budgeted Staff Complement	Change %
Infrastructure Planning & Policy	80.0	81.0	-	1.0	82.0	1.23%
Engineering & Construction	73.0	73.0	1.0	3.0	77.0	5.48%
Water & Wastewater System Services	134.0	137.0	-	-	137.0	0.00%
Water & Wastewater Treatment	165.0	170.0	(3.0)	3.0	170.0	0.00%
FTE	452.0	461.0	(2.0)	7.0	466.0	0.00%
Staff Increase			-0.43%	1.52%	1.08%	

Materials & Supplies - \$298,000 increase

- \$150,000 increase in plant maintenance to bring more maintenance in-house, reducing reliance on external contractors, with offsetting reductions in purchased services.
- \$130,000 increase in chemicals due to an increased price for ferric chloride resulting from an increased cost of raw materials and market demand.
- \$85,000 increase in technology and software to increase mobility and connectivity and reduce paper-based data collection.
- \$79,000 increase in equipment for the purchase of additional leak detection equipment, hydrant meters and additional equipment at the treatment plants.
- \$33,000 increase in water/sewer charges to reflect the rate increase.
- (\$34,000) decrease in telephone charges due to savings with a new contract.
- (\$170,000) decrease to reflect actuals trends in various other materials and supplies, including ultra violet and safety supplies.

Purchased Services – \$581,000 decrease

- (\$991,000) decrease in maintenance due to the reallocation of funds to materials and personnel services for additional staff resources to increase maintenance in-house, also due to efficiencies identified through a review of the maintenance program, and the implementation of a reliability-centered maintenance program.
- (\$103,000) decrease in locate investigations through process efficiencies and optimization of request processing at Ontario One Call.
- \$22,000 increase in biosolids haulage due to a 2.0% contractual price increase.
- \$49,000 inflationary increase in property taxes.
- \$57,000 increase in professional services due to additional reservoir inspections (6 sites) and continuation of 2018 studies.
- \$176,000 increase in water billing charges to accommodate a rate increase of 1.9% and growth.
- \$208,000 increase in various contracted services mainly due to the increased cost for watermain repairs, additional assistance with after-hours clearing of plugged wastewater connections, and increased quantity of curb box and valve repairs and replacements, offset partially with a decrease in wastewater main lining repairs due to work completed through capital projects.

Financial & Rent Expenses - \$75,000 increase

- \$75,000 increase in equipment leases to enable more work to be completed in-house.

Grants & Assistance – No change

- The 2019 budget continues to include funding to support the Basement Flooding Mitigation program, Ex-gratia grant program, Well-decommissioning grant program, and the annual Children’s Water Festival

Allocated Charges/Recoveries - \$494,000 increase

- (\$1.5 million) increase in capital recoveries to reflect project delivery costs and includes 3.0 additional staff resources proposed as strategic investments in support of the capital program.
- \$736,000 decrease in allocated recoveries to align support costs with actual trends.
- \$115,000 increase in chargeback for regional stores.
- \$59,000 increase in IT software maintenance chargeback for new software agreements.
- \$79,000 inflationary increase for fleet and budgets support.

Corporate Support Charges/Recoveries - \$745,000 increase

- Increases are mainly driven by the expanding rate-supported program with additional staff resources approved in 2018.

Transfers to Reserves - Operating - \$500 decrease

- Small decrease due to the completion of payback for a local improvement project

Capital Financing Expenditures - \$5.7 million increase

- \$7.7 million increase in transfers to capital reserves to support the water and wastewater State-of-Good-Repair capital program.
- \$36,000 planned increase to support the purchase of new and replacement vehicles.
- (\$2.0 million) reduction in debt charges resulting from the retirement of debt.

Revenues - \$95,000 increase

In addition to water and wastewater rate revenue, a number of other revenues fund the water and wastewater program. As shown below, the 2019 Budget includes \$17.6 million in other revenues, an increase of \$95,000 or 0.5% over 2018.

Rate Program Fees & Other Revenues				
\$000s	2018	2019	Change in Budget	
Gas Tax Revenue	\$ 9,482	\$ 9,482	\$ -	0.0%
Interest Earnings	3,617	3,617	-	0.0%
Fees for Service	2,601	2,646	45	1.7%
Sewer Discharge Agreements	1,101	1,123	22	2.0%
Bulk Water Charges	721	749	28	3.9%
Total	\$ 17,521	\$ 17,616	\$ 95	0.5%

Schedule may not add due to rounding.

The increase is driven by inflationary user fee increases for fees for service and sewer discharge agreement revenue, and an increase for bulk water charges based on the rate increase and a small increase to reflect trends. The 2019 Budget also includes \$9.5 million of Gas Tax funding and \$3.6 million of investment earnings applied to the rate-supported services, which have remained unchanged from the 2018 Budget.

2019 Rate Strategic Investments

A total of 7 additional staff at a net cost of \$114,900 are included in the 2019 Water & Wastewater budget as shown in the following table. Details of the business cases for these positions can be found in the Strategic Investment Detail section.

2019 Rate Supported Strategic Investments							
Dept	Division	Title	FTE	Gross Impact	Savings	Capital Recovery	Rate Impact
PW	Water & Wastewater Treatment	Senior Project Advisor	1.0	\$ 155,100	\$ (155,100)	\$ -	\$ -
PW	Water & Wastewater Treatment	Operations Support Coordinator	2.0	\$ 226,400	\$ (226,400)	\$ -	\$ -
PW	Engineering & Construction	Construction Ambassador	2.0	\$ 216,600	\$ -	\$ (216,600)	\$ -
PW	Engineering & Construction	Senior Project Advisor	1.0	\$ 156,600	\$ -	\$ (156,600)	\$ -
PW	PW Admin	Compliance Specialist	1.0	\$ 114,900	\$ -	\$ -	\$ 114,900
Rate Total			7.0	\$ 869,600	\$ (381,500)	\$ (373,200)	\$ 114,900

10-Year Water & Wastewater Operating Budget Forecast

The rate forecast has been prepared based on current financing plans approved by Council to maintain levels of service. The following budget assumptions have been incorporated into the 10-year forecast:

- Hydro increases of 2.0 to 3.0%
- Chemical increases of 2.0%
- Biosolids haulage cost increases of 2.0%
- Property taxes at 2.0%
- Customer growth ranging from 1.2% to 1.5%
- Consumption growth of -0.9% to 0.0%
- Capital expenditures based on financing plan for the Capital Budget
- Debt financing rate of 5.0%

Potential pressures on the 10-year forecast include:

- Price impacts over and above the estimated inflationary assumptions.
- Impact of capital financing that may be required based on Asset Management Plan updates resulting from the Halton Region Asset Management Roadmap Implementation Plan.
- Further reductions in consumption per customer.
- Change in residential and industrial customer growth.
- Increase in cost to maintain the system based on growing infrastructure.
- Overall economic conditions.
- Impact of complying with the Ontario *Underground Information Notification System Act, 2012*.
- Legislation and regulation, such as Bill 175, the *Water and Sewage System Sustainability Act*, *Clean Water Act* and continuous improvement of the Drinking Water Quality Management System and pending implementation of wastewater regulations.

The water and wastewater rate forecast has been prepared to maintain the operating cost increases at or below the rate of inflation and to ensure that the funding for the repair and replacement of the water and wastewater infrastructure is financially sustainable. As shown in the following table, the rate forecast anticipates increases in a range between 3.5% and 3.9%, with over half of the increase (1.7% to 2.5%) required to support the capital expenditure financing to maintain the State-of-Good-Repair capital program. These rate increases are lower than the rate increases projected in the 2018 forecast due to savings in operating expenditures mainly related to hydro due to the participation of 5 treatment plants and a water pumping station in the Industrial Conservation Initiative, which allows eligible facilities to manage their global adjustment costs by reducing demand during peak periods. Since becoming eligible to participate in July, 2017, the Region has been able to defer planned hydro increases in the 2018 budget of \$876,000 and in the 2019 budget of \$350,000. The projected hydro increases in the 2019 forecast have subsequently been reduced to 2.0-3.0% from 5.0% in the 2018 forecast to reflect these savings.

Also included in the forecast is a provision to reflect declining water consumption trends. As noted earlier, it is expected that water conservation efforts and growing environmental awareness will continue to affect the projected consumption in the forecast period. Over the past four years (2014-2017), the actual base consumption (with no seasonal usage) has been steadily decreasing, with a decrease from 227 m³ to 217 m³, or 4.3%, in the average annual household consumption. Accordingly, the 2019 10-year rate forecast takes a conservative approach to the consumption projection based on the trends observed in the past

four years. The forecast maintains the current projected consumption (52.9 million m³) for the first half of the 10-year period and reflects a gradual annual decline during the second half reaching 50.5 million m³ (-4.5%) by 2028. Staff will continue to closely monitor the trend and determine whether any further adjustments needs to be made in the annual budget process.

Ten Year Operating Budget Forecast For Rate Supported Services										
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
((\$000s))	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Water Treatment	\$ 22,897	\$ 23,605	\$ 24,313	\$ 25,033	\$ 25,778	\$ 26,562	\$ 27,373	\$ 28,213	\$ 29,077	\$ 29,984
Wastewater Treatment	38,835	40,036	41,237	42,459	43,721	45,051	46,427	47,852	49,317	50,856
Water Distribution	26,778	27,607	28,435	29,277	30,148	31,065	32,013	32,996	34,006	35,067
Wastewater Collection	20,061	20,682	21,302	21,934	22,586	23,273	23,983	24,719	25,477	26,271
Infrastructure Management	97,060	103,051	109,241	115,776	122,155	127,109	132,147	137,343	142,794	148,414
Net Program Impact	\$ 205,631	\$ 214,981	\$ 224,528	\$ 234,479	\$ 244,388	\$ 253,061	\$ 261,944	\$ 271,123	\$ 280,671	\$ 290,593
Customer Growth	1.5%	1.5%	1.4%	1.4%	1.4%	1.4%	1.2%	1.2%	1.2%	1.2%
Consumption Growth	0.0%	0.0%	0.0%	0.0%	0.0%	-0.9%	-0.9%	-0.9%	-0.9%	-0.9%
Annual Water Consumption m ³ (000s)	52,913	52,913	52,913	52,913	52,913	52,421	51,934	51,452	50,974	50,500
Rate Increase	3.7%	3.9%	3.8%	3.8%	3.6%	3.5%	3.5%	3.5%	3.5%	3.5%
Rate Impact:										
State-of-Good-Repair	2.5%	2.5%	2.5%	2.5%	2.3%	1.7%	1.7%	1.7%	1.7%	1.7%
Operating Expenses	1.2%	1.4%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%
Consumption Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.5%
Residential Bill (250 m³ p.a.)	\$ 999	\$ 1,038	\$ 1,078	\$ 1,118	\$ 1,159	\$ 1,199	\$ 1,241	\$ 1,284	\$ 1,329	\$ 1,376
\$ Increase	\$ 35	\$ 39	\$ 39	\$ 41	\$ 40	\$ 41	\$ 41	\$ 43	\$ 45	\$ 47

Rate Budget Forecast as Projected in the 2018 Budget										
Annual % Rate Increase	4.2%	4.3%	4.2%	4.2%	4.3%	4.2%	4.0%	4.0%	4.0%	4.0%
Rate Impact:										
State-of-Good-Repair	2.5%	2.6%	2.5%	2.5%	2.0%	1.8%	1.7%	1.6%	1.5%	
Operating Expenses	1.7%	1.7%	1.7%	1.7%	1.8%	1.9%	1.8%	1.9%	2.0%	
Consumption Change	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.5%	

Water & Wastewater Budget

The Region's Water and Wastewater Rate-Supported Budget provides for the delivery of safe, clean drinking water and the effective treatment of wastewater. The Public Works department delivers the water and wastewater program through systems that include 12 Water Treatment Plants and 7 Wastewater Treatment Plants.

Budget Impacts

The 2019 Rate-Supported Budget expenditures are increasing by \$8.5 million or 4.3%. When combined with customer growth, this results in a 3.7% rate increase, which equates to a \$35 annual increase per typical household (consuming 250 m³ /year).

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Rate Impact	Net Rate Impact	2019-2018	
Water Treatment	\$ 20,256	\$ 4,333	\$ 24,589	\$ (1,693)	\$ 22,897	\$ 22,148	\$ 748	3.4%
Wastewater Treatment	37,175	3,988	41,163	(2,328)	38,835	38,665	170	0.4%
Water Distribution	23,447	5,312	28,759	(1,981)	26,778	24,727	2,051	8.3%
Wastewater Collection	17,154	4,235	21,389	(1,327)	20,061	20,258	(196)	-1.0%
Infrastructure Management	15,793	91,554	107,347	(10,287)	97,060	91,319	5,741	6.3%
Total	\$ 113,826	\$ 109,422	\$ 223,247	\$ (17,616)	\$ 205,631	\$ 197,117	\$ 8,513	4.3%
2018 Budget	111,491	103,148	214,639	(17,521)	197,117			
\$ Change	\$ 2,335	\$ 6,274	\$ 8,608	\$ (95)	\$ 8,513			
% Change	2.1%	6.1%	4.0%	0.5%	4.3%			
FTE					442	437	5	1.1%

The increase is mainly driven by investment in the State-of-Good-Repair capital program. In addition, 7.0 FTEs are proposed as strategic investments to increase support in the delivery of the capital program, the maintenance program, and the compliance program. The net increase in FTEs for the rate supported program is 5 due to the elimination of 2 FTEs in a reorganization in 2018.

Hydro is a major driver of the rate-supported budget, with rate-supported services using more than 105 million kilowatt hours of hydro per year, or approximately 81% of the Region's electricity consumption. As shown in the table below, hydro consumption has been increasing due to expansions at the treatment plants, enhancements to the level of treatment, and growth of the water and wastewater system. While hydro consumption has been increasing, hydro costs have been

decreasing through the participation of 5 treatment plants and a water pumping station in the Industrial Conservation Initiative, which allows eligible customers to manage their global adjustment costs by reducing demand during peak periods. Since joining the program in July 2017, the planned increases to the 2018 budget of \$876,000 and the 2019 budget of \$350,000 have been deferred, with the 2019 budget continuing to remain at the 2017 level.

Rate-Supported Hydro Costs & Consumption						
	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Projected
Cost (\$000s)	\$ 13,890	\$ 16,192	\$ 15,198	\$ 16,016	\$ 15,666	\$ 16,016
Kilowatt hours (000s)	101,122	104,411	105,576	105,610	106,775	106,775

Water & Wastewater Capital Budget & Forecast Overview

The Water and Wastewater capital program consists of the Development program and the State-of-Good-Repair (Non-Development) program. The Development program facilitates the infrastructure required to provide new and expanded capacity, distribution and conveyance systems to support the anticipated growth in Halton in accordance with the next development allocation program.

The State-of-Good-Repair program sets out the rehabilitation, upgrade and replacement needs for existing capital infrastructure, including the implementation of Phase 2 of the Region-wide Basement Flooding program (PW-22-15), which requires a total of \$41.8 million in capital funding over the next 7 years, and the accelerated water meter replacement program. State-of-good-repair requirements will also be addressed as part of the development-related program, in particular servicing of the built-boundary area.

As detailed later the 2019 10-year Water and Wastewater capital program, is \$2.2 billion, with \$268.5 million allocated for 2019.

Water Treatment

Water Treatment is responsible for the reliable provision of clean, safe drinking water in accordance with all legislative requirements. Water Treatment operates and maintains 12 water treatment plants: 3 surface water (lake source) (Burlington, Burloak and Oakville) and 9 groundwater (well source). These facilities employ a multi-barrier treatment approach and highly trained licenced operators to ensure that the drinking water produced is of the highest quality. Operations and maintenance staff manages water treatment facility assets through planned and preventative maintenance programs.

Budget Impacts

The 2019 Water Treatment Budget reflects a net increase of \$748,000 or 3.4%, which includes inflationary increases to maintain service levels, and a strategic investment for an Operations Support Coordinator to support the water maintenance program, which is offset with equivalent reductions in purchased services resulting in no net rate impact.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & revenues	Net Rate Impact		Net Rate Impact	2019-2018
Plant Operations	\$ 15,284	\$ 3,488	\$ 18,772	\$ (1,693)	\$ 17,079	\$ 16,446	\$ 633	3.9%
Plant Maintenance	4,972	845	5,817	-	5,817	5,702	115	2.0%
Total	\$ 20,256	\$ 4,333	\$ 24,589	\$ (1,693)	\$ 22,897	\$ 22,148	\$ 748	3.4%
2018 Budget	20,108	3,704	23,813	(1,664)	22,148			
\$ Change	\$ 147	\$ 629	\$ 777	\$ (29)	\$ 748			
% Change	0.7%	17.0%	3.3%	1.7%	3.4%			

Water Plant Operations provides clean, safe, potable water sourced from all 12 of the Region's water treatment plants to the residents and businesses of Halton. The Town of Oakville, the City of Burlington and a portion of the Town of Milton utilize water from Lake Ontario, while the communities of Georgetown, Acton, Campbellville and the rest of Milton draw their water from well systems. All water plants and groundwater systems are controlled through a SCADA system that is monitored 24/7.

The 2019 Water Plant Operations budget reflects an increase of \$633,000 or 3.9% compared to the 2018 budget in order to maintain service levels, and is driven by inflationary increases and costs to reflect additional resources approved in the 2018 budget. Savings in hydro costs due to the continued participation of 2 water treatment plants in the Industrial Conservation Initiative partially offset these increases. As shown below, the Water Plant Operations cost per megalitre (ML) has remained relatively consistent in recent years.

The volume of treated drinking water is driven by many factors, including the amount of warm weather experienced in the Region, rainfall, population growth, the type and age of the homes being served, as well as the number and types of businesses being served. The volume of drinking water treated from both the Region's groundwater-based and surface water-based systems has remained relatively flat in recent years despite a growing population. This is a result of water conservation programs, changes to the Ontario Building Code and increased environmental awareness among Halton's residents and businesses.

Energy costs represent a significant portion of the water treatment budget. Water Treatment uses more than 28 million kilowatt hours (kWh) annually, representing over 21% of Halton's corporate electricity consumption. Hydro consumption at water plants depends on the size, quantity, type and age of equipment and the level of treatment. Enhancements to the level of treatment and expansions at the Region's water plants also impact annual electricity demand. In coordination with the local hydro utilities, the Public Works department has initiated an Energy and Resource Management Initiative in an effort to identify opportunities to reduce electricity use and improve energy conservation. Regional staff actively manages hydro use where possible and considers increased efficiencies and conservation for energy use to offset increased hydro pricing.

The Region has maintained a perfect compliance rating of 100% over the past 5 years and aims to continue this trend.

Water Plant Operations	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Megalitres of Treated Drinking Water (Ground Water based)	8,688	9,009	8,432	8,800	8,800
Megalitres of Treated Drinking Water (Surface Water Based)	53,844	56,790	53,495	54,300	54,300
Megalitres of Treated Drinking Water (Total)	62,532	65,799	61,927	63,100	63,100
Water Plant Operations Cost / Megalitre of Water Treated	\$241	\$229	\$243	\$258	\$271
Hydro Consumption / Megalitre of Water Treated	467.9	456.6	458.5	450.0	450.0
Percent of Compliance to Drinking Water Standards	100%	100%	100%	100%	100%

Water Plant Maintenance provides maintenance services for all 12 of the Region's water treatment plants through planned and preventative maintenance programs conducted by skilled tradespersons and experienced maintenance planning staff. Plant maintenance services also include corrective and emergency repairs, and coordination of contractors and specialized trades conducting maintenance work at water plants.

The Water Plant Maintenance budget for 2019 reflects an overall increase of \$115,000 or 2.0%, which is the result of inflationary increases and includes a strategic investment for an Operations Support Coordinator in Maintenance Planning with costs offset with equivalent reductions to purchased services, resulting in no net rate impact. By reducing reliance on external contractors and bringing more maintenance in-house, maintenance staff are better able to

assess the status of assets and deliver a continuous high level of service because of their specialized familiarity with Halton equipment and operating conditions, gained through experience and training.

Throughout 2018 and continuing in 2019, staff are enhancing the planning and delivery of the Plant Maintenance program in order to provide an optimum maintenance mix that includes reliability-centred maintenance that will help efficiently and effectively realize the maximum value of Halton Region's Water Treatment Assets.

The cost of maintenance is effected by the increasing size and complexity of the Region's water plants, legislative regulations, and equipment needed to service and maintain these plants. Through efficiencies and optimization of processes, the Water Plant Maintenance cost per ML of water treated has been relatively consistent as shown below.

Water Plant Maintenance	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Maintenance Hours by Type: Regular Maintenance	12,571	19,905	21,120	19,500	20,000
Maintenance Hours by Type: Urgent - Unscheduled	866	1,150	2,001	1,100	1,000
Water Plant Maintenance Cost / Megalitre of Water Treated	\$101	\$92	\$102	\$87	\$92

Water Plant Maintenance devotes a significant number of hours to regular maintenance, ensuring that the critical components of the closely monitored and highly regulated drinking water environment are in working order and available when needed. Emergency maintenance is performed as needed based on the criticality of the equipment. As the Region's water infrastructure expands and is upgraded in response to population growth and regulatory pressures, maintenance hours are expected to increase. Halton's Water Plant Maintenance staff works diligently to optimize regular maintenance and minimize disruptive and expensive emergency work.

Wastewater Treatment

Wastewater Treatment is responsible for the safe, efficient and effective operation and maintenance of 7 Wastewater Treatment Plants (WWTPs) to remove contaminants in the wastewater stream prior to being discharged to the environment. Solids generated by the treatment process are transported to a centrally-located Biosolids Management Centre for further processing and final disposition, and to treat and dispose of solid organic matter recovered from the wastewater. These plants treat more than 83 billion litres of wastewater annually.

Wastewater is treated in a safe and responsible manner that complies with all provincial and federal regulations, approvals and standards. Wastewater is tested and monitored regularly prior to discharge. Operations staff manage wastewater treatment facility assets through planned and preventative maintenance programs. Wastewater Treatment is also responsible for the treatment and disposition of residual solids through the Biosolids Management program.

Budget Impacts

The 2019 Operating Budget for Wastewater Treatment is \$38.8 million which represents a net increase of \$170,000 or 0.4% from the 2018 budget, and includes a strategic investment for an Operations Support Coordinator to support the wastewater maintenance program, which is offset with equivalent reductions in purchased services resulting in no net rate impact.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Rate Impact	Net Rate Impact	2019-2018	
Plant Operations	\$ 25,321	\$ 2,454	\$ 27,774	\$ (2,328)	\$ 25,446	\$ 25,299	\$ 147	0.6%
Plant Maintenance	8,786	846	9,632	-	9,632	9,548	84	0.9%
Biosolids Management	3,068	688	3,756	-	3,756	3,818	(62)	-1.6%
Total	\$ 37,175	\$ 3,988	\$ 41,163	\$ (2,328)	\$ 38,835	\$ 38,665	\$ 170	0.4%
2018 Budget	37,353	3,613	40,966	(2,300)	38,665			
\$ Change	\$ (178)	\$ 375	\$ 198	\$ (28)	\$ 170			
% Change	-0.5%	10.4%	0.5%	1.2%	0.4%			

Wastewater Plant Operations provides 24/7 operations for 3 secondary and 4 tertiary treatment plants to treat wastewater prior to being discharged to the environment. The 2019 Wastewater Treatment Operations budget is increasing by \$147,000 or 0.6%, resulting from increased costs for treatment chemicals offset partially with savings in hydro due to the participation of an additional WWTP in the Industrial Conservation Initiative program, which allows eligible hydro customers to manage their global adjustment costs by reducing demand during peak periods.

The volume of wastewater treated has remained within normal levels of expected variation driven by changes in weather and water usage. This trend is a result of significant efforts by water conservation programs, the Region's efforts to remove the extraneous stormwater out of the system, changes to the Ontario Building Code, and an increased environmental awareness among Halton's residents and businesses. It is anticipated that this trend will not continue and that flows will begin to increase as the population continues to grow. As part of the implementation of the Region-wide Basement Flooding Mitigation program, the Region continues to invest in the sewer system optimization capital program and flow monitoring in order to address sources of infiltration and to improve system performance, thereby further increasing the resiliency of the system to the impacts of future storm events.

Hydro consumption at the WWTPs depends on size, quantity, type and age of equipment, and the level of treatment of the individual treatment plant. Enhancements to the levels of treatment to improve effluent quality at the Region's WWTPs, as well as expansions, have increased annual electricity demand. The Burlington Skyway WWTP recently upgraded to a tertiary level of treatment and expanded capacity from 118 to 140 ML per day, and the expansion at the Mid-Halton WWTP from 75 to 125 ML per day is nearing completion.

The Public Works department has initiated an Energy and Resource Management initiative in an effort to identify opportunities to reduce electricity use and improve energy conservation. Halton staff actively manage hydro use where possible, and continue to seek efficiencies and conservation in electricity use as opportunities to offset increased hydro consumption. Hydro consumption per ML remained in line with the overall treatment costs due to expansion and upgrade activities resulting from regulatory requirements and growth pressures while the wastewater flows have remained relatively consistent.

Wastewater treatment consistently treats over 99.5% of wastewater to a secondary or better level of treatment. This treatment is a critical step in the protection of Halton's natural environment and its drinking and recreational water sources.

Wastewater Plant Operations	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Megalitres of Wastewater Treated	76,588	84,778	89,143	83,521	83,500
Wastewater Plant Operations Cost / Megalitre of Wastewater Treated	\$286	\$280	\$259	\$296	\$305
Hydro Consumption / Megalitre of Wastewater Treated	685	621	619	675	675
Treated Wastewater that Receives Secondary or Better Treatment Prior to Discharge into the Environment	100.0%	99.9%	99.7%	99.7%	100.0%

Wastewater Treatment Maintenance provides maintenance services for all 7 of the Region's WWTPs and the Biosolids Management Centre through planned and preventative maintenance programs. Wastewater Plant Maintenance also provides corrective and emergency repair services, and coordinates contractors and specialized trades conducting maintenance work.

The 2019 Wastewater Treatment Maintenance budget reflects an increase of \$84,000 or 0.9% compared to the 2018 budget and includes inflationary increases offset partly with savings in the maintenance program to reflect a new, efficiently planned and delivered reliability-centered maintenance strategy. The 2019 budget includes a strategic investment for an Operations Support Coordinator in Maintenance Planning, with costs offset with equivalent reductions in purchased services resulting in no net rate impact. By reducing reliance on external contractors and bringing more maintenance in-house, maintenance staff are better able to assess the status of assets and deliver a continuous high level of service because of their specialized familiarity with Halton equipment and operating conditions gained through experience and training.

Throughout 2018 and continuing in 2019, staff are enhancing the planning and delivery of the Plant Maintenance program in order to provide an optimum maintenance mix that includes reliability-centred maintenance that will help efficiently and effectively realize the maximum value of Halton Region's Wastewater Treatment Assets

Wastewater Treatment combines many complex biological, mechanical, chemical, and physical processes in a challenging environment to effectively treat wastewater. These challenges mean that some degree of emergency maintenance is unavoidable.

Wastewater Treatment Maintenance	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Maintenance Hours by Type: Regular Maintenance	27,681	26,324	26,814	31,000	31,000
Maintenance Hours by Type: Urgent - Unscheduled	3,082	3,488	4,524	3,200	3,100
Wastewater Plant Maintenance Cost / Megalitre of Wastewater Treated	\$144	\$131	\$100	\$106	\$115

Biosolids Management--Compared to 2018, the 2019 Biosolids Management budget has decreased by \$62,000 or -1.6%, mainly due to a decrease in haulage costs from the Biosolids Management Centre.

Solids Management	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Tonnes of Bio-solids Treated and Disposed	33,386	35,830	35,897	35,077	35,603
Cost / Tonne of Bio-solids Treated and Disposed	\$110	\$92	\$83	\$109	\$106

In general, tonnes of biosolids treated and disposed of have remained relatively constant. Treatment and disposal cost per tonne has been increasing in line with overall cost increases. The recent contract includes an alternative biosolids management approach which has resulted in a slight reduction in unit costs.

Water Distribution

Water Distribution is responsible for the operation and maintenance of water infrastructure, and distributes approximately 63 billion litres of safe drinking water to more than 200,000 households and businesses in Halton each year. Water Distribution also ensures drinking water is supplied in a safe, efficient manner and in accordance with all legislative requirements. Water Distribution maintains and operates over 2,200 kilometres of water mains, 22 water reservoirs, 14 booster pumping stations, 13,900 hydrants, and 20,500 valves. In addition to continuous monitoring at reservoirs and booster pumping stations, licensed operators sample and test drinking water more than 5,000 times annually. Operations staff manage the water distribution system through preventive and reactive maintenance programs and respond to customer service inquiries, including emergencies 24/7.

Budget Impacts

The 2019 Water Distribution budget reflects a net increase of \$2.1 million or 8.3%, with details described below.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Rate Impact	Net Rate Impact	2019-2018	
Distribution Operations & Maintenance	\$ 14,686	\$ 2,625	\$ 17,311	\$ (1,678)	\$ 15,633	\$ 14,186	\$ 1,447	10.2%
Service Connections	1,646	94	1,740	(140)	1,600	1,381	220	15.9%
Fire Suppression	699	97	796	(164)	633	631	2	0.2%
Water Pumping Stations	6,417	2,496	8,912	-	8,912	8,529	383	4.5%
Total	\$ 23,447	\$ 5,312	\$ 28,759	\$ (1,981)	\$ 26,778	\$ 24,727	\$ 2,051	8.3%
2018 Budget	21,930	4,759	26,689	(1,961)	24,727			
\$ Change	\$ 1,517	\$ 553	\$ 2,071	\$ (20)	\$ 2,051			
% Change	6.9%	11.6%	7.8%	1.0%	8.3%			

Regional growth of the distribution network continues to increase the number of service connections, water meter, and fire hydrant assets being operated and maintained. Distribution infrastructure is expanding while per capita water consumption continues to decline. Decreased consumption results from Ontario Building Code updates that require efficient fixtures in new homes such as low-flow toilets, which contributes to the lower per household water use.

Furthermore, water efficiency awareness continues to grow among Halton residents and businesses. However, most compliance-related maintenance and operations are not tied to consumption and continue to increase with the addition of new infrastructure assets. Economic pressures on this budget include increased costs for contracted services driven by increased labour costs, as well as increased costs for parts and supplies due to fluctuations in commodity prices and market demand.

Distribution Operations and Maintenance includes all activities necessary to protect the integrity of the infrastructure network of water mains and appurtenances, as well as ensuring that they are functioning properly. Water distribution operators complete preventive and reactive maintenance and repairs to sustain the distribution network that ensures an uninterrupted supply of safe drinking water. Operators also respond to customer requests for service, such as responding to frozen water service complaints and conducting water quality tests.

The 2019 budget shows an increase of \$1.4 million or 10.2% mainly due an increase in contracted services due to the increased complexity and cost of materials for watermain repairs and an increase in valve repairs and replacements resulting from an increased focus on repairing or replacing aging valves that have been identified through the Region’s preventive maintenance program.

Distribution network infrastructure continues to increase in order to accommodate growth in the Region. As watermains, valves, fire hydrant, pumps and other assets are added to the system, operational and maintenance programs are expanded to ensure that the Region remains compliant with legislative drinking water standards and continues to deliver an uninterrupted supply of drinking water to residents and businesses.

Distribution Operations & Maintenance	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Annual Number of Water Main Breaks	150	115	127	90	110
Number of km's of Watermain Operated and Maintained	2,232	2,238	2,281	2,310	2,345
Megalitres of Drinking Water Distributed	52,953	55,889	52,294	52,913	52,913
Number of Water Locates	49,802	35,321	31,401	13,000	13,000
Cost / km of Watermain Operated and Maintained	\$5,525	\$5,216	\$5,389	\$6,284	\$6,668
Number of Customer Service Complaints	789	822	597	600	590
Percent of Compliance to Drinking Water Standards in the Distribution System	99.9%	99.9%	100.0%	100.0%	100.0%

The cost to operate and maintain the distribution network is increasingly effected by external factors required to deliver services throughout the Region, such as the cost for energy, materials, supplies, and external services, as well as changing weather patterns.

Significant efforts continue to be made in order to mitigate the pressures of rising costs, such as the optimization of operating and maintenance programs to ensure the most efficient use of resources.

The kilometres of watermains (and the associated number of valves and hydrants within the distribution network) continue to expand as the Region continues to grow. Operational programs continue to evolve to meet the demands of maintaining the infrastructure as efficiently as possible while continuing to recognize the need to manage overall operating costs.

Halton was affected by extreme winter conditions in 2014 and 2015, which led to the significant increase in watermain breaks during that time. Extreme winter conditions during this time resulted in an increased number of complaints and inquiries received by staff, mostly related to frozen water services. Historical averages for years with reasonable winter weather have averaged 110 breaks per year. Capital programs to replace aging water mains ensure that the integrity of the infrastructure is maintained and that in the absence of extreme winter conditions, the historical average of watermain breaks per year can be maintained or even reduced. In addition, diligent tracking of complaints ensures that issues are addressed quickly and steps are taken to mitigate future concerns. Public Works continues to strive to constantly reduce complaints and has initiated numerous improvement initiatives to achieve this goal.

The total volume of drinking water distributed has varied over the past four years mainly due to changing seasonal conditions, however the trend of declining non-seasonal consumption per household continues to have an impact. In 2019, staff are projecting average total consumption reflective of the past five years which includes both dry and wet seasonal conditions.

Working with service providers, Halton staff continues working to optimize the utility locate program. Efforts to optimize request processing at Ontario One Call is resulting in a significant reduction in the number of requests.

Over the last 5 years, the Region has had a near perfect record of compliance to drinking water standards. Water quality is continuously monitored throughout the distribution system, and more than 5,000 tests are conducted annually to ensure safe, high-quality drinking water.

Service Connections maintenance is related to maintaining the public water services that connect each residence and business to the Region's water network. Water distribution operators and meter technicians also maintain curb boxes and water meters, and respond to customer inquiries related to water pressure and flow.

The 2019 Operating Budget is increasing by \$220,000 or 15.9%, mainly in contracted services due to an increase in the quantity of curb box repairs based on actual trends.

Service Connections	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Service Connections Operated and Maintained (000s)	150	155	131	160	162
Number of Water Meters Maintained (000s)	155	157	159	164	167

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 Region has nearly completed the replacement of the existing 12,500 small pulse meters (12 mm to 25 mm) and applicable large meters (40 mm to 250 mm) to ensure that all customers are billed accurately for the amount of water consumed, with the replacement expected to be complete in 2019. Furthermore, a proactive maintenance program for large meters (40 mm and greater), which began in 2017, will continue, prolonging the life of the meters and ensuring that the proper volume of water is being recorded. Based on the results of meter testing, the meter replacement program will be optimized to ensure that larger meters are scheduled for replacement when their accuracy in measuring volume degrades.

As reported to Council in Report No. PW-18-18/FN-25-18 (re: Long Term Water Meter Strategy), staff are in the process of developing an implementation plan for the installation of a Region-Wide Advanced Meter Infrastructure System (AMI), which will be brought forward to Council in 2019 with AMI system implementation anticipated to begin in 2020. Benefits of AMI technology include revenue protection, improved operational efficiency, enhanced customer service, improved distribution system performance monitoring and environmental benefits, and a reduction in the number of meter reading issues and service calls that meter technicians respond to.

Fire Suppression refers to the maintenance, repair and testing of fire hydrants throughout the Region. In compliance with Ontario Regulation 213/07, preventive maintenance is performed on hydrants annually to ensure they are in good condition and functioning properly for the protection of Halton citizens.

The 2019 budget for this type of maintenance is increasing by \$2,000 or 0.2% from 2018. An increase in planned fire flow testing is largely offset with savings in materials and supplies, and increased program revenues to reflect actual trends.

Fire Suppression	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Fire Hydrants Operated and Maintained	13,496	13,618	13,913	14,154	14,579

As Halton continues to grow and infrastructure expands, the number of hydrants in the water distribution system requiring preventive maintenance to ensure adequate fire protection is increasing. Preventive maintenance of older hydrants proactively identifies age-related deficiencies.

Water Pumping Stations - Operations and Maintenance of Reservoirs and Pumping Stations refers to the activities that are carried out to ensure that the outlying facilities used to store and pump drinking water throughout the Region are in good condition and functioning properly. Outlying facilities include reservoirs that store drinking water to ensure an uninterrupted supply of water and fire protection, and booster pumping stations that are used to maintain water pressure and pump water from the water facilities to homes and businesses across the Region.

These outlying facilities contain more than 2,000 critical pieces of equipment that are inspected and maintained on a regular basis. At some outlying facilities, drinking water is re-chlorinated to ensure it is safe at all times. Critical equipment is maintained to ensure uninterrupted service by implementing planned and preventative maintenance programs, providing corrective and 24/7 emergency repair services, as well as coordinating contractors and specialized trades conducting maintenance work.

The 2019 budget is increasing by \$383,000 or 4.5%, mainly due to inflationary increases and an increase in hydro which has been partially mitigated by the participation of one pumping station in the Industrial Conservation Initiative, which allows eligible customers to manage global adjustment costs by reducing demand during peak periods.

Water Pumping Stations	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Pumping Stations Operated and Maintained	14	14	14	15	15

Optimization of the maintenance program will be a focus in 2019. Optimization will include work process improvements as well as increased utilization of internal resources to complete work. Mechanical and electrical systems and instrumentation at reservoirs and booster pumping stations require preventive maintenance and corrective repairs to ensure pumps, valves, controls and instruments continue to function adequately.

Wastewater Collection

Wastewater Collection is responsible for collecting and conveying wastewater from residential, commercial and industrial customers in 7 separate catchment areas of the Wastewater Treatment Plants (WWTPs). Halton collects over 83 billion litres of wastewater (from households and businesses) in a safe, and environmentally responsible manner in accordance with all legislated requirements every year. Wastewater Collection operates and maintains more than 1,900 km of sewer mains and 80 pumping stations. Operations staff manages the wastewater collection system by undertaking preventive and reactive maintenance programs, providing customer service, and responding to emergencies 24/7.

Budget Impacts

The 2019 Wastewater Collection budget reflects a net decrease of \$196,000 or -1.0%, with details described below.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Rate Impact	Net Rate Impact	2019-2018	
Collection Operations & Maintenance	\$ 8,403	\$ 1,456	\$ 9,860	\$ (1,233)	\$ 8,627	\$ 9,191	\$ (565)	-6.1%
Lateral Connections	1,045	81	1,127	(94)	1,032	808	224	27.8%
Flood Mitigation Program	2,386	-	2,386	-	2,386	2,410	(25)	-1.0%
Wastewater Pumping Stations	5,320	2,697	8,017	-	8,017	7,848	169	2.1%
Total	\$ 17,154	\$ 4,235	\$ 21,389	\$ (1,327)	\$ 20,061	\$ 20,258	\$ (196)	-1.0%
2018 Budget	17,554	4,028	21,582	(1,324)	20,258			
\$ Change	\$ (400)	\$ 207	\$ (193)	\$ (3)	\$ (196)			
% Change	-2.3%	5.1%	-0.9%	0.2%	-1.0%			

Regional infrastructure continues to expand and there are a greater number of assets to be maintained each year. Furthermore, work related to the Basement Flooding Mitigation program continues to be a priority.

The Enhanced Basement Flooding Prevention Subsidy program provides subsidies region-wide for downspout and weeping tile disconnection as well as sanitary lateral repairs. These programs will reduce the volume of rainwater entering the sanitary system.

Collection Operations and Maintenance includes all of the activities necessary to protect the integrity of the infrastructure network of pipes and manholes, ensuring wastewater is effectively and efficiently collected and conveyed to the WWTPs. Wastewater Collection operators are responsible for completing preventive maintenance and reactive maintenance, such as routine and emergency sewer main flushing and repairs. Operators respond to customer requests for service, such as responding to reports of blocked sewer mains and overflowing manholes.

The 2019 budget is decreasing by \$565,000 or -6.1%, due to savings in the utility locate program through the optimization of request processing at Ontario One Call and program efficiencies, and a decrease in wastewater main repairs as a result of work undertaken through the basement flooding capital program. Through proactive programs, such as sewer main flushing and inspections, Halton ensures that deficiencies are identified and fixed before they become expensive problems that impact residents and businesses.

Collection Operations & Maintenance	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of km's of Wastewater Main Operated and Maintained	1,890	1,894	1,922	1,955	1,984
Number of Wastewater Locates	35,687	14,778	10,233	7,000	7,000
Cost per km of Wastewater Collection Network Operated and Maintained	\$4,304	\$5,575	\$4,899	\$4,254	\$4,347
Number of Customer Service Complaints	981	964	926	900	880

Collection network infrastructure continues to increase in order to accommodate growth in the Region. As sewer mains, manholes, pumps and other assets are added to the system, operations and maintenance programs are expanded to ensure that Halton remains compliant with standards and continues to provide uninterrupted conveyance of wastewater from households and businesses. The cost to operate and maintain the collection network is increasingly effected by external factors, such as the cost for energy, materials, supplies and external services which are required to deliver services throughout the region. Despite these pressures, the cost per kilometre of the wastewater collection network has remained relatively constant through significant efforts to mitigate the pressures of rising costs such as the optimization of operating and maintenance programs to ensure the most efficient use of resources.

Working with service providers and Ontario One Call, Halton staff are able to optimize the utility locate program resulting in a decrease in the number of requests. Changes that were implemented in 2018 are resulting in a decrease in the number of locate requests. Coupled with process efficiencies implemented by the Region, costs are expected to be lower in 2019.

As a growing municipality, the kilometres of sewer mains within the wastewater collection network continues to expand. Operational programs continue to evolve to meet the demands of maintaining the infrastructure as efficiently as possible. The consistently low volume of complaints demonstrates that the Region successfully provides this service.

Lateral Connections maintenance refers to the activities that ensure wastewater is conveyed from homes and businesses to Regional sewer mains. Building plumbing is connected via service laterals to sewer mains. Collection operators and contracted service providers undertake Closed Circuit Television (CCTV) inspections to diagnose issues that prevent wastewater from flowing from buildings to sewer mains efficiently as well as repair the public section of cracked and broken laterals and clear blockages whenever issues are identified.

The 2019 budget is increasing by \$224,000 or 27.8%, due to additional contracted services required for assistance with after hours clearing of plugged sewer connections.

Lateral Connections	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Lateral Connections Maintained (000s)	103	111	114	115	117

The Region's infrastructure continues to expand in line with growth pressures. The increase in the number of service connections is reflective of the new homes and businesses being built. Operations respond to service requests due to blocked laterals 24/7. The 2019 program will include an increased focus on inspection and cleaning main lines to prevent blockages and backups. The Flood Mitigation Program includes a subsidy for lateral repairs to reduce issues that lead to blockages and backups. This program is expected to reduce pressures on staff time by reducing the occurrences of blocked and broken laterals.

Flood Mitigation programs include the Downspout Disconnection program, Weeping Tile Disconnection Subsidy program, Lateral Lining Subsidy program and the Backwater Valve Subsidy program.

The 2019 budget is decreasing by \$25,000 or -1.0% in contracted services for the regular basement flooding program to reflect actual trends. The 2019 budget continues to include the ongoing grant funding of \$2.4 million for the enhanced basement flooding prevention subsidy and ex-gratia grant programs.

The Region established the Downspout Disconnection program and Weeping Tile Disconnection Subsidy program in 2016, to encourage property owners to complete private-side disconnections. Program participation results in the prevention of water entering the sanitary system during rain events. Preventing this source of water from entering the sanitary sewer system reduces the risks of basement flooding.

Flood Mitigation Program	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Weeping Tiles Disconnected	137	29	58	60	50
Number of Downspouts Disconnected	1,072	1,678	813	1,720	1,700

The Region has a comprehensive subsidy program that provides subsidies for:

- Downspout and weeping tile disconnection.
- Lateral lining and repairs.
- Backwater valve installation.

Wastewater Pumping Stations Operations and Maintenance refers to the activities that are carried out to ensure that the pumping stations that convey wastewater are in good condition and functioning properly. The 2019 budget includes an increase of \$169,000 or 2.1%, resulting from inflationary increases.

Operators and skilled trades complete daily inspections, checks and maintenance to ensure that pumps, generators and other equipment are maintained and functioning properly. Through planned and preventative maintenance programs, providing corrective and 24/7 emergency repair services, and coordinating contractors and specialized trades to conduct maintenance work, critical equipment is maintained to ensure uninterrupted service.

Pumping station maintenance practices have been improved to mitigate the risk of by-passes. Additional maintenance is performed at stations that are historically problematic. Pump stations have also been upgraded to improve performance during high flow events such as rain storms. Improved alarm protocols have led to a faster response time by Operations staff to resolve issues that could result in by-pass events.

Wastewater Pumping Stations	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Pumping Stations Operated and Maintained	82	79	79	80	80
Number of By-passes at pumping stations	2	0	8	6	5

In 2019, staff will focus on optimizing maintenance programs to ensure critical infrastructure is maintained to ensure break-downs are minimized and service life of the assets are maximized. Optimization work will include improvements to work process flows and completing more maintenance using internal resources. Within pumping stations, there is more than 2,300 critical pieces of equipment in operation to convey the wastewater collected from homes and businesses across the region to the treatment plants. Upgrading or expanding the stations, rather than building new ones, is one method the Region is utilizing to efficiently meet the demands of growth.

Infrastructure Management

Infrastructure Management includes all planning and policy activities related to the Region's Water and Wastewater assets. These activities include monitoring asset conditions as well as developing and implementing infrastructure renewal plans through the Asset Management program. The estimated net book value of these assets as of December 31, 2017, was \$3.8 billion. The Public Works Asset Management Update, 2017 (PW-28-17) was presented to Regional Council in July 2017, outlining the department's approach to developing a 10-year capital forecast, incorporating technical levels of service, life cycle modeling and risk.

As such, key activities of Infrastructure Management include the Water and Wastewater State-of-Good-Repair (Non-Development) capital program, growth plans such as the Water and Wastewater Servicing Master Plan, maintaining asset information and inventory records, and developing and enforcing Regional Water and Wastewater Works policies.

Budget Impacts

The Infrastructure Management budget reflects a net increase of \$5.7 million or 6.3%, which is required to maintain existing levels of service, support the Region's investment in the State-of-Good-Repair capital program, and support the expanding asset base. The 2019 budget also includes strategic investments for 2 Construction Ambassadors and 2 Senior Project Advisors to support the capital program, and a Compliance Specialist to provide additional capacity to ensure that operations maintain compliance and quality.

\$000s	2019 Budget					2018 Budget	Change	
	Direct Cost	Capital & Other Expenditures	Total Gross Expenditures	Subsidies & Revenue	Net Rate Impact	Net Rate Impact	2019-2018	
State of Good Repair	\$ -	\$ 106,542	\$ 106,542	\$ (9,482)	\$ 97,060	\$ 91,319	\$ 5,741	6.3%
System Growth Planning	1,622	(1,622)	0	-	-	-	-	0.0%
Development Review	1,056	(256)	801	(801)	-	-	-	0.0%
Engineering & Construction	10,653	(10,653)	(0)	-	-	-	-	0.0%
Information Management	2,462	(2,458)	4	(4)	-	-	-	0.0%
Total	\$ 15,793	\$ 91,554	\$ 107,347	\$ (10,287)	\$ 97,060	\$ 91,319	\$ 5,741	6.3%
2018 Budget	\$ 14,545	\$ 87,045	\$ 101,590	\$ (10,271)	\$ 91,319			
\$ Change	\$ 1,248	\$ 4,509	\$ 5,757	\$ (16)	\$ 5,741			
% Change	8.6%	5.2%	5.7%	0.2%	6.3%			

State-of-Good-Repair includes the operating contribution required to finance the 10-Year State-of-Good-Repair Water and Wastewater capital program. As noted in the Public Works Asset Management Program Update, 2017 (PW-28-17), the first 4 years of the 2019 capital plan are prioritized by applying a risk-based approach while timing of projects in years 5 through 10 have been identified through the application of life cycle models.

The 2019 10-Year Water and Wastewater State-of-Good-Repair (Non-Development) capital program will invest \$1.2 billion to renew the existing water and wastewater infrastructure assets, which are explained in further detail in the Capital Budget section below. These investments address infrastructure in poor condition where there is risk to providing reliable, safe, sustainable, suitable and cost efficient services, as outlined in the Public Works Asset Management Program Update, 2017 (PW-28-17).

State of Good Repair	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Percent of Water Infrastructure Rated as Good, Very Good or Excellent	64	64	82	82	82
Percent of Wastewater Infrastructure Rated as Good, Very Good or Excellent	60	60	73	73	73
Water Loss Rate - Percent	15%	15%	16%	14%	13%
Number of Watermain Breaks / 100 KM's of Watermain	6.7	5.1	5.6	3.9	4.7
Number of Main Line Wastewater Back-Ups / 100 KM of Pipe	1.86	1.37	1.87	0.77	0.75

The 2017 update to the Asset Management Program (PW-28-17) refined the data and approach used to assess the condition of water and wastewater infrastructure. This enabled the Region to reassess the percentage of water and wastewater infrastructure in a state of good repair. As part of the evolution to comprehensive asset management, the Region will continue to perform condition assessments on water and wastewater infrastructure in the near term to augment its asset data, advancing the transition from an age-based to an evidence or condition-based approach.

In 2019, capital needs assessments of water and wastewater facilities (plants and pumping stations) will be completed to identify rehabilitation needs in order to assess risk and inform the capital plan.

Region-wide capital investments and outreach programs, such as the Basement Flooding Mitigation program (including downspout disconnection, weeping tile disconnection), lateral linings, and manhole capital improvement programs will result in reduced volume of extraneous water entering into the wastewater network. Rainwater infiltration and inflow (I&I) is a significant risk to the performance of the wastewater system and can lead to basement flooding. Accordingly, investments in these programs are necessary to optimize sewer capacity.

The Region anticipates a reduction in the water system losses, through reduction in non-revenue water uses. Non-revenue water uses can include, but are not limited to, water lost from pipe leaks or watermain breaks, water used by the Region to commission or flush water mains, inaccuracies in water billing and water theft. The reduction in these losses is anticipated as a result of initiatives to educate Regional contractors on water efficiency in the commissioning process, the

optimization of maintenance programs such as dead end flushing, the replacement of water mains with a high break history or that are in poor condition, and the replacement of aging water meters.

The Region maintains a relatively young distribution network with an average age of 25 years. The age of the network contributes to Halton’s overall low watermain break rate.

The 2019 10-year Water and Wastewater State-of-Good-Repair (Non-Development) capital investments and distribution network growth contributes to the reduction in targets for watermain breaks per 100 km. Investments include small-diameter watermain replacements, primarily renewing pipes that are aging and in poor condition.

System Growth Planning includes growth related to infrastructure to deliver the Allocation program to 2022. In addition, the Integrated Growth Management Strategy (LPS151-16) will be underway in 2019. This is a multi-year, multi-step process which integrates growth management, infrastructure master plan development, development charges review, and allocation program delivery to accommodate projected growth to 2041.

The 2019 budget is increasing by \$39,000 or 2.5%, resulting from inflationary increases.

Development Review predicts that the number of development related applications and permits processed will remain steady at the existing (2018) levels in 2019, despite Halton Region’s continued growth and the past trend of an increasing number of reviews and applications being processed. The Region’s growth projections align with this assumption.

The 2019 budget is increasing by \$43,000 or 4.2% for inflationary increases.

Development Review	2015 Actual	2016 Actual	2017 Actual	2018 Projected	2019 Projected
Number of Development Applications Reviewed	111	238	285	350	355
Number of Permits Processed	492	518	528	535	545

Capital Project Delivery—Public Works builds safe and sustainable municipal infrastructure for internal clients (water and wastewater systems, water and wastewater treatment), and external clients (development industry). In addition to building new infrastructure, state-of-good-repair projects remain a priority for renewal of aging infrastructure in order to operate at targeted levels of service, mitigate disruptions to residents and businesses, and to maintain compliance with legislated requirements.

The 2019 budget is increasing by \$995,000 or 10.3%, resulting from inflationary adjustments and strategic investments proposed for 2 Senior Project Advisors and 2 Construction Ambassadors to deliver the annual capital program that works to maintain assets in a good state of repair. These positions will be recovered from the Capital Budget or a reduction to purchased services, with no net rate impact. The Region continues to deliver an aggressive capital program that aims to both support growth and maintain existing infrastructure in a state of good repair. The capital program continues to introduce larger and more complex projects year-to-

year. Managing the increasing volume of capital works with balanced consistency and a standardized approach across the entire group is becoming extremely challenging. As such, in 2019 a new Engineering Management Office, led by the requested Senior Project Advisor role, will focus on ensuring standardized program delivery.

Information Management includes the organization of and control over the structure, processing and delivery of information used in the operation, maintenance and development of Halton's water and wastewater infrastructure.

The 2019 budget is increasing by \$171,000 or 7.4%, due to inflationary increases, and increased IT support costs for additional hardware approved through previous budgets.

Water & Wastewater Capital Budget & Forecast Overview

The Water and Wastewater capital program consists of the Development program and the State-of-Good-Repair (Non-Development) program. The Development program facilitates the infrastructure required to provide new and expanded capacity, distribution and conveyance systems to support the anticipated growth in Halton. As discussed in FN-34-17, the growth-related capital programs will not proceed until the next Allocation Program is approved by Regional Council.

The State-of-Good-Repair program sets out the rehabilitation, upgrade and replacement needs for existing capital infrastructure based on the Public Works Asset Management Plan (PW-28-17). The program also includes the implementation of Phase 2 of the Region-Wide Basement Flooding program (PW-22-15), which requires a total of \$41.8 million in capital funding over the next 7 years (2019-2025) and \$63.6 million for water meter installations. State-of-good-repair requirements will also be addressed as part of the Development-related program, in particular servicing of the Built-boundary area.

The following table provides a summary of the 2019 10-year Water and Wastewater capital program. The 10-year total is \$2.2 billion, with \$268.5 million allocated for 2019.

2019 Capital Budget & Forecast Summary of Rate Capital Budget & Financing (\$000s)											
	Gross Cost	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Development											
Water	\$ 460,558	\$ 28,649	\$ 64,070	\$ 4,158	\$ 14,913	\$ 143,178	\$ 59,954	\$ 47,589	\$ 75,860	\$ 9,842	\$ 12,345
Wastewater	551,768	134,336	49,490	19,275	10,199	106,908	15,046	115,701	66,875	3,671	30,267
Sub-total	1,012,326	162,985	113,560	23,433	25,112	250,086	75,000	163,290	142,735	13,513	42,612
State-Of-Good-Repair											
Water	525,814	53,555	63,181	51,523	77,752	57,889	46,610	42,691	49,231	32,692	50,690
Wastewater	631,926	51,919	32,650	42,289	44,134	66,937	70,105	71,236	55,711	112,188	84,757
Sub-total	1,157,740	105,474	95,831	93,812	121,886	124,826	116,715	113,927	104,942	144,880	135,447
Total	\$ 2,170,066	\$ 268,459	\$ 209,391	\$ 117,245	\$ 146,998	\$ 374,912	\$ 191,715	\$ 277,217	\$ 247,677	\$ 158,393	\$ 178,059
Financing											
External Rcvry/Other	\$ 9,860	\$ 986	\$ 986	\$ 986	\$ 986	\$ 986	\$ 986	\$ 986	\$ 986	\$ 986	\$ 986
Dev't Charges - Res.	686,254	116,462	78,524	12,454	13,964	161,960	59,343	106,818	99,864	10,098	26,767
Rate Capital Reserves	1,246,529	110,541	102,830	99,470	127,446	156,883	117,274	132,087	112,437	143,894	143,667
Infrstr. Invstmnt Rvl. Fnd.	227,423	40,470	27,051	4,335	4,602	55,083	14,112	37,326	34,390	3,415	6,639
Total	\$ 2,170,066	\$ 268,459	\$ 209,391	\$ 117,245	\$ 146,998	\$ 374,912	\$ 191,715	\$ 277,217	\$ 247,677	\$ 158,393	\$ 178,059

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

2019 Water & Wastewater Capital Budget

The 2019 Water and Wastewater Capital Budget totals \$268.5 million, consisting of \$163.0 million for the Development program and \$105.5 million for the State-of-Good-Repair (non-Development) program.

The **\$163.0 million Development program** in 2019 represents a \$5.9 million increase from the 2018 forecast based on timing of construction. The 2019 Budget includes implementation of the following major projects:

- \$24.1 million for WWM on 8th Line from 10th Side Rd to 5th Side Rd
- \$21.8 million for WWPS on Trafalgar Rd/Britannia Rd
- \$13.8 million for WWM Hwy 401 Crossing from Steeles Ave to Auburn Rd
- \$11.1 million for WWM on Trafalgar Rd from Golf Course to Britannia Rd / Trafalgar Rd WWPS
- \$10.0 million for WWM on Trafalgar Rd from Auburn Rd to Derry Road

The **\$105.5 million State-of-Good-Repair program** has increased from the 2018 forecast by \$0.3 million. The 2019 Budget incorporates significant investments of \$49.8 million for water distribution and wastewater collection systems rehabilitation and replacements, \$47.4 million for plant/facilities infrastructure upgrades, replacements and maintenance, \$3.4 million for the new water meter and replacement installation program and \$2.9 million for the SCADA Master Plan implementation. The 2019 Budget includes the following major projects:

- \$8.2 million for Burlington WPP high lift and low lift Pump Station upgrades
- \$6.0 million for the Basement Flooding Mitigation Program (PW-22-15).
- \$5.0 million for Burlington Skyway WWTP - RAS & secondary clarifiers #5 - 8 upgrades (Phase 2).
- \$4.5 million for Skyway WWTP - digester rehab/upgrade - Primary #2.
- \$3.5 million for extension of Municipal Services beyond the Urban Boundary in Hornby (Staff Report LPS-60-18).
- \$2.5 million for BMC administration buildings and servicing replacement.
- \$2.4 million for Hauled Waste Receiving Facility at Biosolids Management Site.
- \$2.2 million for 200mm WWM on Ester Drive from Brant Street to Janina Boulevard.
- \$2.2 million for Georgetown WWTP - electrical upgrades.
- \$2.1 million for upgrades at Bridgeview Wastewater Pumping Station from 11.5 L/s to 13 L/s and force main extension and upsizing.
- \$2.1 million for 300mm WM on Ester Drive from Brant Street to Janina Boulevard.
- \$2.1 million for Burlington WPP - purchase and installation of Ozone Liquid Storage Tank
- \$2.0 million for installation of one (1) 600mm force main across Sixteen Mile Creek for the Milton WWTP, Fulton SPS.

10-year Water & Wastewater Capital Budget and Forecast

The 2019 10-year Water and Wastewater program totals \$2.2 billion, consisting of \$1.0 billion (46.7%) for the Development program and \$1.2 billion (53.3%) for the State-of-Good-Repair program.

The **\$1.0 billion 10-year Development program** is a \$59.0 million decrease from the 2018 program. The 10-year program includes:

- \$362.0 million to service Region-wide capacity-related infrastructure.
- \$496.2 million to service Greenfield area related infrastructure.
- \$83.4 million to service Built Boundary areas related infrastructure.
- \$70.6 million for employment land servicing related infrastructure.

Implementation of the \$1.0 billion Development program will also address State-of-Good-Repair needs for existing infrastructure in the amount of \$98.6 million. Combined with the non-Development State-of-Good-Repair program discussed below, the total 10-year (2019-2028) State-of-Good-Repair program is \$1.3 billion.

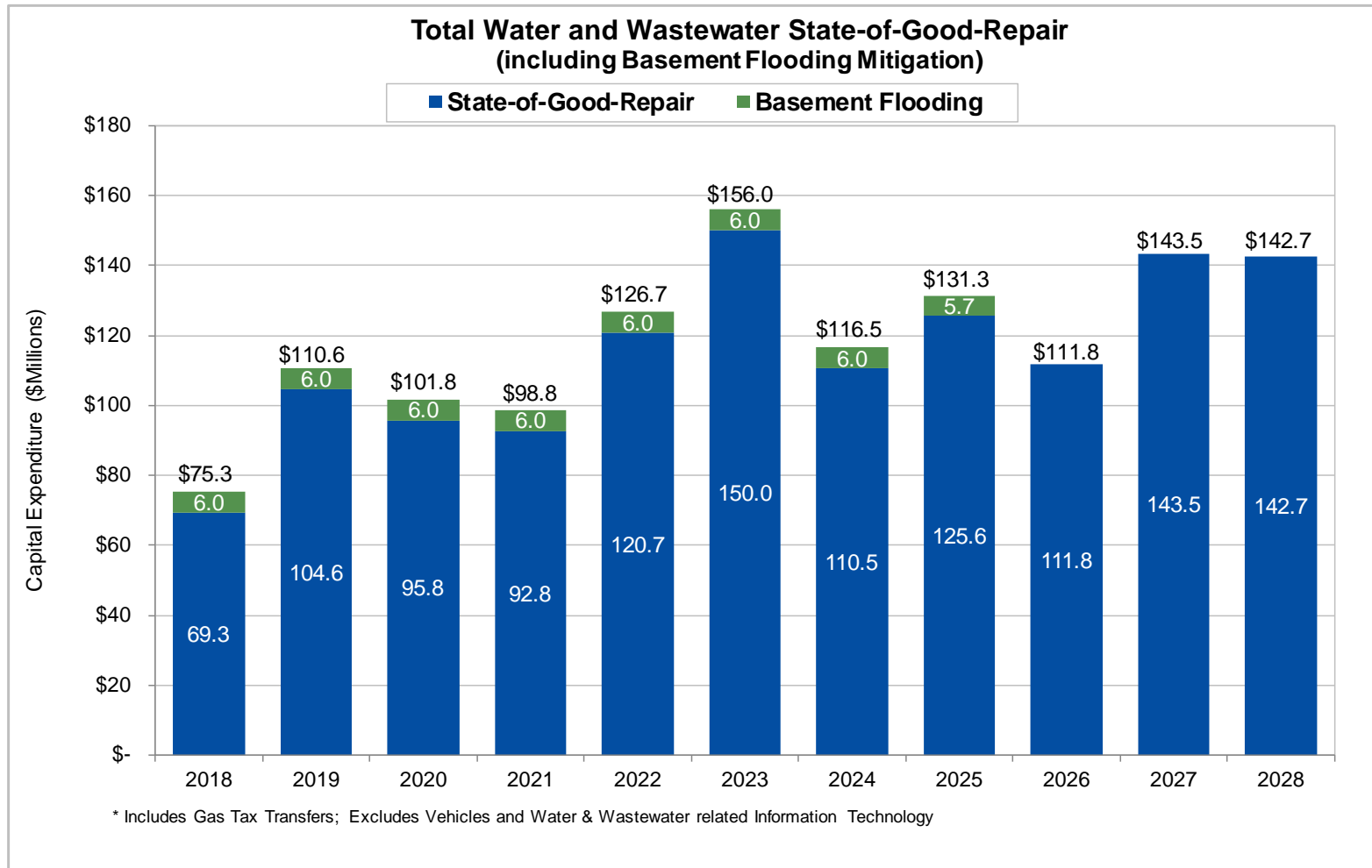
The **\$1.2 billion 10-year State-of-Good-Repair program** is a \$113.3 million increase from the 2018 program. The 2019 Plan has been prepared based on Public Works Asset Management Plan. As discussed earlier, the 10-year State-of-Good-Repair program will continue to be updated through the annual budget process based on optimized decision making process developed under the Public Work's Asset Management Strategy. This review included:

- Determining the Public Works' technical levels of service and key performance indicators.
- Developing lifecycle models to determine the replacement timing of the Public Work's assets.
- Producing an asset risk registry to prioritize projects through an asset risk assessment approach.
- Integrating the replacement works identified above into the existing 10-year State-of-Good-Repair capital program.

The 10-year water and wastewater State-of-Good Repair program includes:

- \$341.8 million for water distribution and wastewater collection systems rehabilitation and replacements, including the basement flooding mitigation program of \$41.8 million.
- \$680.0 million for plants/facilities infrastructure upgrades, replacements, including \$35.5 million for plant maintenance
- \$63.6 million for new water meter installations and replacements.
- \$43.7 million for SCADA Master Plan implementation.

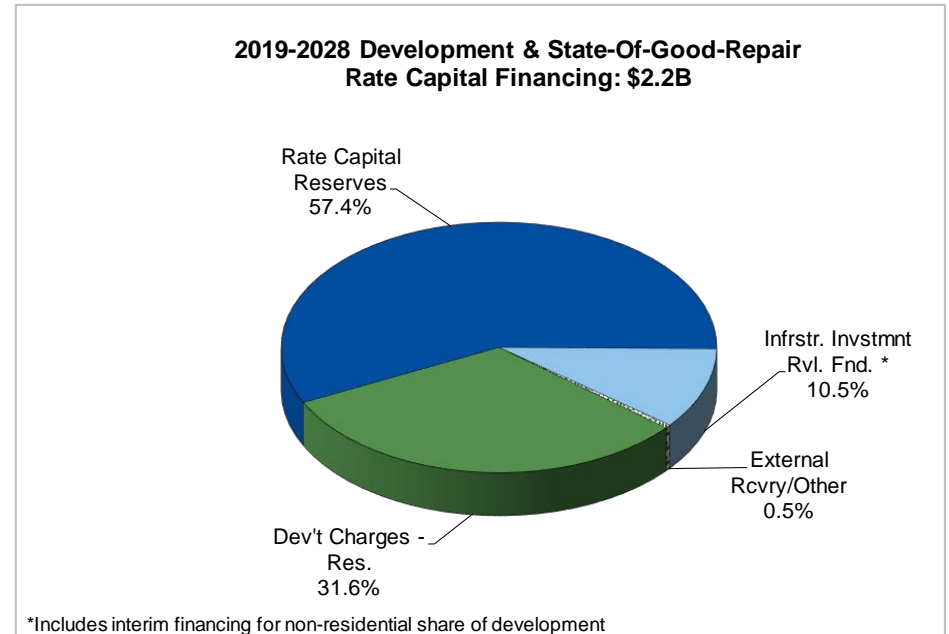
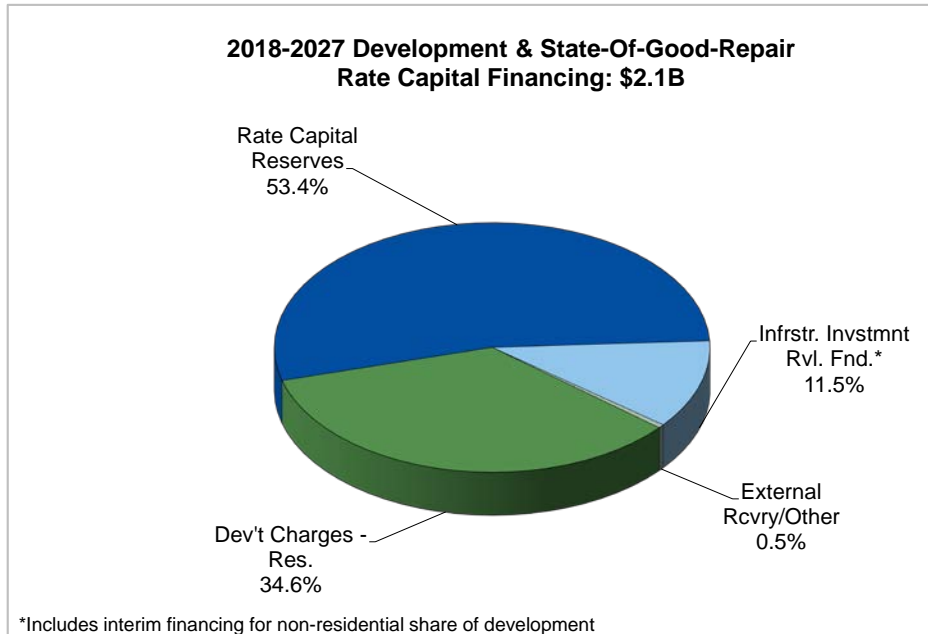
The following graph illustrates the state-of-good-repair (\$1.3 billion), including the Development-related State-of-Good-Repair infrastructure needs of \$98.6 million over the next 10 years.



10-year Water & Wastewater Capital Financing

The following charts present a breakdown of the 2019 10-year financing plan for the Water and Wastewater capital program, compared to the 2018 plan.

Financing of the 2019 Capital Budget and forecast is based on Council-approved financing plans, including Development Financing Plan (CS-20-12) and the 2019 Budget Directions (FN-26-18).



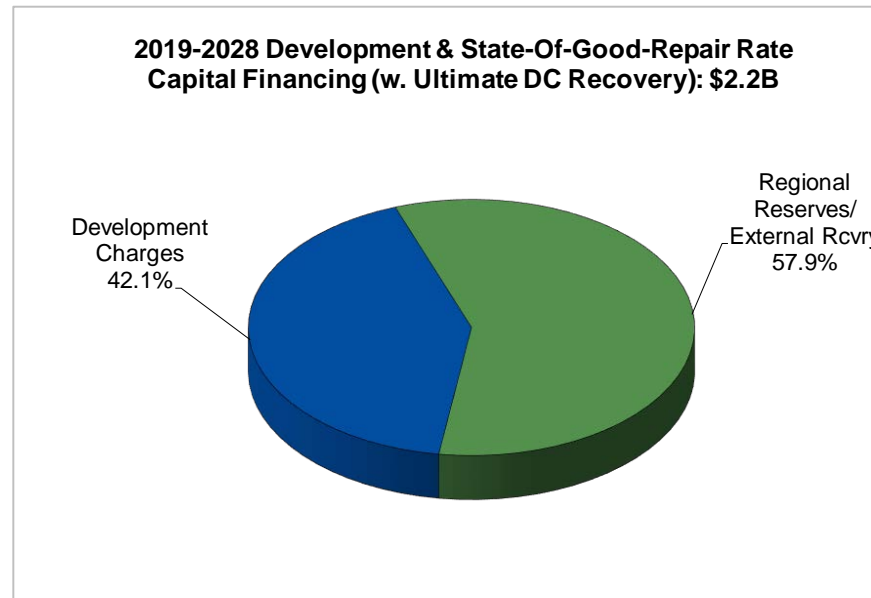
The Rate Capital reserves (57.4%) (including Operating transfers and Gas Tax funds) and the External Recoveries (0.5%) provide the financing for the State-of-Good-Repair program, while residential DCs (31.6%) and the Revolving Fund (10.5%) are a main source of funding for the Development-related program.

The 2019 Budget and Business Plan includes increasing operating budget contributions to reserves throughout the forecast period. The Regional reserves (including transfers from the Operating Budget, investment earnings, and Gas Tax revenues) are used to fund the State-of-Good-Repair (non-growth) infrastructure program. In order to maintain sufficient reserves and adequate ratios between the operating contributions and amortization expenses, the 2019 Water and Wastewater budget increased the total operating contributions to \$89.0 million in support of the water/wastewater State-of-Good-Repair capital program. As noted earlier, the financing to the Rate Capital reserve provides sufficient capacity to fund the growing State-of-Good-Repair capital program on a pay-as-you-go basis over the next 10 years. This strategy removes the reliance on debt financing for the forecast and provides financial flexibility as demonstrated in the financial plan prepared for the implementation of the Basement Flooding Mitigation strategy in 2016 and for the adjustments to the consumption and rate structure in 2017.

The funding share of the DCs in the 2019 10-year Development program is lower than the 2018 program on a percentage basis due to the increase in the state-of-good repair program based on Public Work's Asset Management Strategy. The Financing of the Development Program will not proceed until the implementation of the next Allocation Program.

The Revolving Fund is used to provide interim financing for the non-residential development related costs, in accordance with the Development Financing Plan (CS-20-12 re: 2012-2020 Development Financing Plan), which is the framework being utilized to develop the 2019 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 2018, the Region's investment from the Revolving Fund is anticipated to be \$237.2 million. These Regional investments will be fully recovered (including interest) from the collection of DCs as non-residential development proceeds in the future.

The following chart illustrates the ultimate funding shares when the Region's interim financing provided for growth infrastructure (i.e. non-residential share) is recovered from future DCs. As noted above, out of the total \$2.2 billion, \$1.3 billion (57.9%) is related to the State-of-Good-Repair capital program and the balance of \$0.9 billion (42.1%) servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (42.1%) and the State-of-Good-Repair program will be funded by the reserves (57.9%) supported by water and wastewater rates and external recoveries.



State-of-Good-Repair Water & Wastewater Capital Financing

The 10-year State-of-Good-Repair Water and Wastewater capital program identifies \$1.2 billion, with \$105.5 million required in 2019. In the 2019 Budget Forecast, the funding required for the State-of-Good-Repair program will be financed by external recoveries (\$9.9 million) and capital reserves (\$1.1 billion) on a pay-as-you-go basis.

The Region's financial strategy includes funding state-of-good-repair (lifecycle and replacement) costs from capital reserves. These reserves are financed through contributions from the operating budget, year-end surplus, and investment earnings. In addition, Gas Tax funding of \$94.8 million has been applied as a revenue source over the 10-year period in support of the State-of-Good-Repair capital program, including \$9.5 million applied in 2019.

Development Water & Wastewater Capital Financing

The 2019 10-year Development Water and Wastewater program totals \$1.0 billion and reflects the Region's infrastructure staging plan prepared in anticipation of future Allocation Programs. The program consists of the following:

- **\$858.2 million for servicing Greenfield and Region-wide Capacity.** This program will facilitate the future allocation programs. The program will consist of \$362.0 million of capacity-related projects that will benefit Region-wide and \$496.2 million of distribution/collection projects with Greenfield area specific benefits. The implementation timing of the projects will be dependent upon the timing of future Allocation Programs.

- **\$70.6 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 \$70.6 million has been identified in the 2019 Budget forecast to facilitate servicing of future employment lands. The implementation timing and scope of the projects required for the next phases of development will continue to be dependent upon an acceptable financing plan approved by Council.
- **\$83.4 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 2019 10-year capital program incorporates the water and wastewater growth-related infrastructure program at an estimated cost of \$1.0 billion which has been financed in accordance with the Council-approved development financing plan framework (CS-20-12). It is important to note that the growth-related capital programs will not proceed until the next Allocation Program is implemented as discussed in FN-34-17.

The following is a summary of the financing plan for the \$1.0 billion 10-year Development program. The Region continues to finance the 10-year growth-related Water and Wastewater capital program primarily from DCs and the Region's Infrastructure Investment Revolving Fund (Revolving Fund).

Development Water/Wastewater Capital 2019-2028 (\$Millions)				
Program	Total	Res.	Non-Res.	Non-Growth
		DC	Revlv. Fund	Regional Rsrv
Water	\$ 460.6	\$ 342.8	\$ 107.8	\$ 10.0
Wastewater	551.8	343.4	119.6	88.7
Total	\$ 1,012.3	\$ 686.3	\$ 227.4	\$ 98.6

Schedule may not add due to rounding.

This reflects the Region's financing approach to the growth-related water and wastewater capital program as outlined in the Development Financing Plan Framework (CS-20-12), which is the basis for the 2019 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 2019 Budget and Forecast:

Residential Development Financing (\$686.3 million):

- **The Residential-led Greenfield development** in the future allocation areas (e.g. Milton, Burlington, Oakville, Acton and Georgetown) – require a Development Financing Agreement from residential developers to front-end finance, including a funding required to address shortfalls in total DC revenues resulting from timing differences in the residential DC revenue collection.
- **The Residential cost in Built-boundary areas** (e.g. Burlington, Oakville, Milton, Acton and Georgetown) – will be funded as part of the Development Allocation Program and by DC's collected at subdivision agreement.

Non-Residential Development (\$227.4 million):

- **Non-residential cost in Residential-led and Built-boundary areas (\$209.1 million)** – the Region provides interim financing for non-residential costs that will ultimately be recovered from DCs (including carrying costs). Halton currently uses internal borrowing primarily from the Revolving Fund to interim finance these costs.
- **Non-residential Share of Employment areas (\$18.4 million)** – the Region will provide front-end financing through the Revolving Fund for servicing the non-residential share of employment lands. The interim financing will be recovered from DCs (including carrying costs). Serviced employment lands are one of the most effective investments the Region can make to promote economic growth in Halton.

Non-Growth (\$98.6 million):

- **Non-growth (benefit to existing taxpayers) share (\$98.6 million)** – This represents the state-of-good-repair requirements needed to be addressed when existing infrastructure is expanded for growth. \$98.6 million will be financed from capital reserves. Of the \$98.6 million required, \$60.3 million (61.1%) is scheduled for the first five years of the forecast period including:
 - Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d (\$36.2 million).
 - Agnes St WWPS Strategy. Scoping Study, EA, Design and Construction (\$6.0 million).
 - West River WWPS - Capacity Upgrade to 120 L/s WWPS - Design and Construction, including 450 mm inlet WWM to the station on Service Rd from West River St to West River WWPS (\$5.8 million).
 - 375 mm WWM on Atwood Ave/Murno Circle and existing sewer alignment from Berton Blvd to Maple Ave (\$4.8 million).
 - New 2400 mm WWM inlet to Skyway WWTP parallel to QEW (\$3.5 million).
 - Twinning of 525 - 600 mm WWM from Elgin St South along Black Creek alignment to Acton WWTP (\$1.8 million).
 - 300mm WM on No. 14 Sideroad from Tremaine Road to Milton Reservoir (\$1.1 million).

HALTON REGION

Budget and Business Plan 2019

Strategic Investments



Tax Supported Strategic Investments

2019 Tax Supported Strategic Investments								
Dept.	Division	Title	FTE	Relief Hrs	Gross Impact	Savings	Revenue	Tax Impact
HLT	Clinical Health Services	Immunization Services	2.0	1,350	\$ 132,400	\$ (132,400)	\$ -	\$ -
HLT	Clinical Health Services	Harm Reduction	1.0	-	117,500	(117,500)	-	-
HLT	Paramedic Services	Operations - Paramedics	4.0	3,946	677,500	-	(318,500)	359,000
HLT	Paramedic Services	Operations - Superintendent	1.0	-	149,100	-	(70,000)	79,100
SCS	Quality & Service Integration	Human Services Planning and Program Support	2.0	-	222,000	-	(222,000)	-
SCS	Services for Seniors	Client Support Worker / Day Program Assistant	2.0	-	155,500	-	(150,500)	5,000
SCS	Services for Seniors	Registered Nurse - Relief	-	5,689	318,000	-	(318,000)	-
SCS	Quality & Service Integration	Halton Region Community Investment Fund	-	-	300,000	-	-	300,000
FN	Purchasing Services & Stores	Senior Purchasing Analyst	1.0	-	128,000	-	-	128,000
FN	Information Technology	Project Manager & Business Analyst	2.0	-	255,600	-	-	255,600
CAO	Policy Integration & Communication	Digital Media Advisor	1.0	-	124,800	-	-	124,800
CAO	Business Planning & Corporate Initiatives	Data Analytics and Management Program	2.0	-	283,300	-	-	283,300
LPS	Asset Management	Project Manager I & Project Manager III	2.0	-	255,600	-	-	255,600
LPS	Planning Services	Intermediate Planner & Development Project Manager	2.0	-	232,800	-	-	232,800
Tax Total			22.0	10,985	\$ 3,352,100	\$ (249,900)	\$ (1,079,000)	\$ 2,023,200

Program Staff

Funding Source	Tax
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Program Details

Department	Health
Division	Clinical Health Services
Program	Immunization Services
Cost Centre	422500

Complement Details

Position Title	Program Staff
FTE Impact	2.0
Hours (Relief Positions) Impact	1,350
Personnel Group	OCT/MMSG

Funding Impact

Operating	2019 Impact	2020 Impact
Personnel Services	\$ 132,400	\$ 132,400
Materials & Supplies	-	-
Purchased Services	(132,400)	(132,400)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 2.0 permanent FTE Program Assistants and 1,350 Public Health Nurse relief hours for casual/temporary nursing staff to support Immunization Services, the costs to be offset through budget reductions in public health operating costs.

Need:

Immunization Services has experienced significant change over the last several years resulting in increased workload and need for more staff. The changes include the introduction of new publicly funded vaccines from the Province, the expansion of vaccine distribution to pharmacies, enforcement of the Immunization of School Pupils Act (ISPA) and Childcare Early Years Act (CCEYA), the 2018 Ontario Public Health Standards (OPHS) and population growth in Halton Region. Over the last few years, the program managed the increased workload with temporary increased staffing with costs being funded by one-time provincial funding and savings in other public health program areas. The use of temporary staffing is not a sustainable long term solution. In 2017/2018, a program review was completed to determine ongoing staffing needs that will optimize the delivery of safe and high quality services, improve risk mitigation, ensure resources are used efficiently and effectively and to develop a plan to achieve full compliance with the OPHS by end of school year 2022/23.

Immunization Services is responsible for administering vaccines to students in both school-based and community clinics, enforcing ISPA and CCEYA, vaccine inventory management and distribution to health care providers in Halton, and inspections of vaccine fridges at health care facilities. In order to achieve and maintain full compliance with the OPHS, 2.0 additional FTE Program Assistants to support information and client record management are required on a permanent basis. Additional staffing will also be hired on a temporary basis until compliance with the OPHS is reached. Costs for temporary staffing will be addressed through variance reports. Casual/temporary nursing staff will continue to be needed to support program operations. The requested relief hours allocation will be used for casual/temporary nursing staff with costs offset by reallocation within the existing base budget. The needs for an additional public health nurse and a nursing quality improvement and client safety advisor were achieved through the reallocation of complement in the Health department, reflected in the 2019 budget.

Implications:

Failing to address system vulnerabilities with ongoing workload pressures will result in the inability to achieve compliance with the Ontario Public Health Standards, the ISPA and CCEYA.

Alternatives:

Continue to hire temporary program assistants. This is not a sustainable long term solution and will lead to workload issues as staff turnover leads to gaps in service delivery.

Reference:

MO-30-17 Re: Enforcement of Immunization of School Pupils Act 2016-17, MO-12-16 Re: Enforcement of the Immunization of School Pupils Act 2015-2016 and Future Planning

Public Health Nurse

Funding Source	Tax
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Program Details	
Department	Health
Division	Clinical Health Services
Program	Harm Reduction
Cost Centre	420156

Complement Details	
Position Title	Public Health Nurse
FTE Impact	1.0
Personnel Group	ONA (HEALTH)

Funding Impact		
Operating	2019 Impact	2020 Impact
Personnel Services	\$ 111,900	\$ 111,900
Materials & Supplies	5,600	4,600
Purchased Services	(117,500)	(116,500)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 permanent FTE Public Health Nurse for the Harm Reduction Enhancement Program and reduce purchased services operating costs to offset the cost for the position.

Need:

In 2017, the Ministry of Health and Long-Term Care approved \$150,000 in ongoing 100% funding to support costs for an enhanced harm reduction program as a measure to combat the opioid crisis. The scope of work consists of three components: Enhancing the opioid response based on local data and community needs; increasing naloxone distribution to community organizations, police, and fire services; and the development of early warning systems to identify, and respond to, a surge in opioid overdoses.

In 2018, a temporary project manager was hired to plan and initiate the work on these three components. Eligible agencies have been on-boarded to collaborate in the distribution of Naloxone to priority populations. Surveillance data coordination and development of early warning systems for opioids is currently underway.

A 1.0 permanent FTE Public Health Nurse (PHN) is required on an ongoing basis; PHNs have relevant clinical skills and training in community development, advocacy, health promotion, and the creation and maintenance of policies, procedures and health educational materials. These enhanced skills would be essential in implementing the recommendations to be put forth regarding the continuation of Naloxone distribution to community agencies, ensuring they have updated training and are following best-practice, as well as convening an opioid community of practice consisting of key stakeholders, allowing for a coordinated community response and local issue identification process. The PHN would also engage in harm reduction program planning with priority populations and communities.

Implications:

Harm reduction program enhancements cannot be achieved without a sustainable staffing plan. The provincial funding will be used to offset the cost of the recommended 1.0 permanent FTE Public Health Nurse rather than for temporary staffing budgeted under Purchased Services.

Alternatives:

Hire temporary staffing.

Reference:

MO-03-18 - Sexual Health and Needle Exchange Program Review

Paramedics

Funding Source	Tax
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Program Details	
Department	Health
Division	Paramedic Services
Program	Operations
Cost Centre	440300

Complement Details	
Position Title	Paramedic
FTE Impact	4.0
Hours (Relief Positions) Impact	3,946
Personnel Group	OPSEU (EMS)

Funding Impact		
Operating	2019 Impact	2020 Impact
Personnel Services	\$ 648,900	\$ 648,900
Materials & Supplies	28,600	4,900
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	677,500	653,800
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	677,500	653,800
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(318,500)	(307,300)
Non-Subsidy Revenue	-	-
Total Revenue	(318,500)	(307,300)
Net Program Expenditures	\$ 359,000	\$ 346,500

Business Case

Recommendation:

Approve 4.0 permanent FTE for Paramedics (2.0 FTE Advanced Care Paramedics and 2.0 FTE Primary Care Paramedics) and 3,946 relief hours to provide an additional 12 hours/day, 7 days/week staffing to convert an existing 12 hours/day, 7 days/week ambulance to a 24 hours/day, 7 days/week ambulance for the new south Milton station (constructed in 2019), and address pressures related to increasing call volume (growth) and maintaining response times.

Need:

Paramedic Services' call volume increased by 10.8% in 2017. This was much higher than the annual average increase in call volume experienced over the last 10 years, and significantly higher than the call volume anticipated in the Paramedic Services 10-Year Master Plan (Report No. MO-14-15). In 2018, call volume is predicted to increase by a further 4% to 6%, and this recommendation is based on these increases in call volume.

Additional staffing is required to meet the increased call volume in Halton Region. Increased staffing would also allow for the conversion of existing 12 hours/day, 7 days/week ambulances to 24 hours/day, 7 days/week ambulances for the new south Milton station. Additionally, increased staffing would address system pressures related to maintenance of response-time to emergency calls; population and employment growth; an aging population; hospital offload delays; paramedic workloads; and other pressures.

Resources would be deployed by the provincial communications centre to all areas of Halton Region, as required, as a component of the Paramedic Services division's comprehensive deployment strategy.

Implications:

Continual call volume increases are affecting the Paramedic Services division's ability to maintain service levels and meet response-time targets. Without these additional resources, a further increase in response-time is anticipated. There will also be an increase in paramedic workload, and the potential for an increase in the frequency of paramedics not receiving their legislative meal breaks.

Alternatives:

None.

Reference:

Report No. MO-14-15 (re: "Paramedic Services 10-year Master Plan), Report No. MO-13-18 (re: "Paramedic Services Division Annual Update")

Operations Superintendent

Funding Source	Tax
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Program Details	
Department	Health
Division	Paramedic Services
Program	Operations
Cost Centre	440200

Complement Details	
Position Title	Operations Superintendent
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2019 Impact	2020 Impact
Personnel Services	\$ 145,100	\$ 145,100
Materials & Supplies	4,000	1,000
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	149,100	146,100
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	149,100	146,100
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(70,000)	(68,700)
Non-Subsidy Revenue	-	-
Total Revenue	(70,000)	(68,700)
Net Program Expenditures	\$ 79,100	\$ 77,400

Business Case

Recommendation:

Approve 1.0 permanent FTE Operations Superintendent to meet the recommended Paramedic to Operations Superintendent ratio of 20:1 necessary to ensure adequate supervision of Paramedics, manage frontline operations, and meet health and safety obligations as the employer.

Need:

The Paramedic Services division has 11 frontline Operations Superintendents. The recommended Paramedic to Operations Superintendent ratio is 20:1. The present Paramedic to Operations Superintendent ratio is 24:1. The recommended ratio of Paramedics to Superintendents is required to ensure that an appropriate number of supervisory staff members are in place to oversee paramedic staff, direct day-to-day operations, monitor system performance, ensure the health and safety of assigned staff, and to manage Paramedic Services pressures, such as hospital offload delays.

This additional position is required to address growth in the division and deal with the increased workload and complexity of managing operations 24 hours/day, 7 days/week.

Implications:

The risk associated with not having this change approved is the impact on the division's ability to fulfil current operational responsibilities, manage risk, comply with health and safety requirements, respond to customer service inquiries, meet project timelines and reduce field supervision of frontline staff. It will also increase the workload of existing Operations Superintendents.

Alternatives:

None.

Reference:

Report No. MO-14-15 (re: "Paramedic Services 10-year Master Plan)

Human Services Program Support

Funding Source	Tax
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Program Details	
Department	Social & Community Services
Division	Quality & Service Integration
Program	Service Integration & Policy
Cost Centre	321123, 321124

Complement Details	
Position Title	Human Services Program Support
FTE Impact	2.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2019 Impact	2020 Impact
Personnel Services	\$ 222,000	\$ 222,000
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	222,000	222,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	222,000	222,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(222,000)	(222,000)
Non-Subsidy Revenue	-	-
Total Revenue	(222,000)	(222,000)
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 2.0 FTE Human Services Program Support Analysts to strengthen the department's ability to plan for, deliver and continually improve integrated human services.

Need:

The movement toward more integrated human services planning and program delivery requires increased departmental capacity. Resources are necessary in the areas of business and program analysis; program design/redesign; data management, analytics and research; assessment of—and responses to—federal and provincial policy initiatives; and liaison to key interdisciplinary tables (CSWB action tables, agencies funded by the Halton Region Community Investment Fund, etc.).

The analysts will act as a resource to key departmental programs. Programs include Housing, Ontario Works, Employment Halton, Children's Services and Services for Seniors. The analysts will also maintain a holistic view of departmental clients, their needs, and service experience. The requested positions will be key to the department's multi-tier service model, digital strategy, and approach to information management. The intention is to fund these 2 positions through existing provincial administrative subsidy revenue in Housing and Children's Services. In consideration of provincial direction on human service integration, it is appropriate that subsidy administration funding be used in this manner and will not negatively impact services to the public. Areas of specific focus for these staff will include homelessness prevention services and strategic oversight of the early learning and child care system.

Implications:

If not approved, the department may consider non-permanent staffing options and/or utilization of fee for service arrangements. In the absence of increased departmental capacity there will be residual risks to effective planning, program and service modernization, and potentially diminished client service experiences.

Alternatives:

A model was considered to establish this program support capacity in each of 3 program divisions (Housing, Employment and Social Services, and Children's Services); however, the approach presented here is more modest in scope. It is also scalable over time (if required), and emphasizes the interdisciplinary approach to human services planning and delivery.

Reference:

N/A

Client Support Worker & Day Program Assistant

Funding Source	Tax
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Program Details	
Department	Social & Community Services
Division	Services for Seniors
Program	Support Services (Adult Day Programs)
Cost Centre	331110 and 331150

Complement Details	
Position Title	Client Support Worker, Day Program Assistant
FTE Impact	2.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2019 Impact	2020 Impact
Personnel Services	\$ 155,500	\$ 155,500
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	155,500	155,500
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	155,500	155,500
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(150,500)	(150,500)
Non-Subsidy Revenue	-	-
Total Revenue	(150,500)	(150,500)
Net Program Expenditures	\$ 5,000	\$ 5,000

Business Case

Recommendation:

Approve 2.0 FTE staffing positions for the Services for Seniors, Adult Day Program. These positions will allow the program to meet new Mississauga Halton Local Health Integration Network (MHLHIN) contractual requirements and performance deliverables.

Need:

Halton Region's Adult Day Programs are an essential component of the health care continuum for older adults. The Mississauga Halton Local Health Integration Network(MHLHIN) is responsible for assessing community health care needs and funding services, such as the Adult Day Programs. In 2017, the MHLHIN approved additional base funding to support improved client safety - in recognition of the medical complexities of program participants. These permanent positions correspond to increased subsidy funding to the Region and are required to meet the MHLHIN's performance deliverables and new client safety ratios. The MHLHIN conditions for this funding include providing a 4:1 client to staff ratio, with a minimum of 2 staff per shift. Funding will stabilize key client facing staff roles as well as strengthen and enhance service. The 2019 budget will be increased by \$155,500. There will be a net regional impact of \$5,000 due to the Region's compensation model and insufficient MHLHIN funding. Funding will be used to employ resources to support a 4:1 client to staff ratio, and transition Day Program Assistants from permanent part-time to full-time status.

Implications:

The 2019 budget expenditures will be increased by 155,500. There will be a minimal Regional impact as this cost is substantially offset by MHLHIN funding. The new staffing ratio requirement acknowledges the increasing needs and complexity of our client population and ensures that services can be provided in a safe and appropriate manner by recognizing minimum staffing requirements. This funding will be used to employ resources to support a 4 to1 client to staff ratio and transition Day Program Assistants from permanent part time to full time status.

Alternatives:

The program would continue to utilize non-permanent staff resources in 2019.

Reference:

N/A

Registered Nurses (RN) - Relief Hours

Funding Source	Tax
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Program Details	
Department	Social & Community Services
Division	Services for Seniors
Program	LTC
Cost Centre	334301, 335301, 331301

Complement Details	
Position Title	Registered Nurse - Relief Hours
FTE Impact	0.0
Hours (Relief Positions) Impact	5,689
Personnel Group	ONA (LTC)

Funding Impact		
Operating	2019 Impact	2020 Impact
Personnel Services	\$ 318,000	\$ 318,000
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	318,000	318,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	318,000	318,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(318,000)	(318,000)
Non-Subsidy Revenue	-	-
Total Revenue	(318,000)	(318,000)
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 5,689 relief hours for Registered Nurses (RNs) in the Services for Seniors division that is offset by Provincial funding. This funding is mandated to be used to create new full-time registered staff positions.

Need:

This investment by the Ministry of Health is intended to increase the registered staff hours at the Region's Long-Term Care Homes to ensure that there is the right skill-mix of care providers, and that quality care is provided in a timely manner. These registered staff positions are essential in addressing the increasing medical complexities of the LTC resident population, and play a critical role in providing timely clinical assessments, skilled nursing care, and anticipatory management of residents' changing conditions. RNs are responsible for developing resident care plans and the implementation of physician ordered treatment plans. These functions are essential to ensuring that residents receive timely and appropriate medical treatment as well as ongoing care based on their needs and abilities. The funding for these positions began in July 2018.

Implications:

The additional relief hours will enhance the staffing complement at all three Regional LTC homes and assist in the provision of quality care to medically complex residents in a 24/7 operational environment. Staffing costs are fully offset by the increased provincial subsidy and there is no net Regional impact.

Alternatives:

Not proceeding with the increased relief hours staffing would necessitate a forfeit of the provincial subsidy increase.

Reference:

Local Health Integration Network (LHIN) correspondence dated May 8, 2018, and June 6, 2018, Funding for Additional Registered Nurses in the Long-Term Care Home Sector

Halton Region Community Investment Fund

Funding Source	Tax
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Program Details	
Department	Social & Community Services
Division	Quality & Community Innovation
Program	Service Integration
Cost Centre	321120

Complement Details	
Position Title	
FTE Impact	
Personnel Group	

Funding Impact		
Operating	2019 Impact	2020 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	300,000	300,000
Total Direct Costs	300,000	300,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	300,000	300,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 300,000	\$ 300,000

Business Case

Recommendation:

Approve a \$300,000 increase in funding to the Halton Region Community Investment Fund (HRCIF) from the current approved budget of \$2.37 million to \$2.67 million.

Need:

The HRCIF provides funding to non-profit human service programs that support the health, safety and well-being of Halton residents. In 2018, this included grants to support positive mental health, initiatives that provide access to housing or prevent eviction, programs that support the well-being of children, youth and older adults; increased access to food, and a number of small capital grants to meet the programmatic needs of community agencies. In 2019, an enhancement to the HRCIF will enable the fund to continue to respond to emerging priorities arising through community safety and well-being planning (CSWB) in partnership with the CSWB System Leadership Group. This will include initiatives that strengthen the capacity of the human services system to meet the needs of those with acutely elevated risk factors.

Implications:

The importance of the HRCIF was recognized in the Region's 2015-2018 Strategic Action Plan. The fund has increased from \$0.7 million in 2012 to a recommended \$2.67 million in 2019. An increase of \$300,000 will enhance the capacity of the HRCIF to provide grants to community organizations that demonstrate high impact in achieving outcomes for Halton residents including needs that emerge through community safety and well-being planning.

Alternatives:

Maintain the program at 2018 funding levels. This limits flexibility to address priorities identified in community safety and well-being planning.

Reference:

Report No. SS-14-17/MO-13-17 - Draft Community Safety and Well-Being in Halton: A Plan for Collaboration and Action
Report No. SS-12-18 - Halton Region Community Investment Fund - 2018 Funding Recommendations.

Senior Purchasing Analyst

Funding Source	Tax
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Program Details	
Department	Finance
Division	Purchasing Services & Stores
Program	Admin
Cost Centre	684100

Complement Details	
Position Title	Senior Purchasing Analyst
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2019 Impact	2020 Impact
Personnel Services	\$ 121,900	\$ 121,900
Materials & Supplies	3,500	-
Purchased Services	2,600	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	128,000	121,900
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	128,000	121,900
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 128,000	\$ 121,900

Business Case

Recommendation:

Approve 1.0 permanent FTE Senior Purchasing and Inventory Management Analyst that will provide support to the Purchasing Services and Stores division. This new position will support Purchasing and Stores in the implementation of the below stated objectives by assisting in the creation of improved processes and procedures based on internal audit findings, and assisting in a best practice review to ensure the Region continues to provide goods and services at desired levels of service.

Need:

The Region provides services required by the public through procured goods and contracted third party services. The Procurement requirements vary significantly for each department and the market continues to change and evolve with new goods and service offerings due to changes in technology, legislated requirements and the changing demands of society. As a result, the Region's procurement practices are also changing to adapt to new market conditions often requiring in depth market assessments to determine the best type of procurement to meet Regional objectives. In order to meet the changing market demands, legislation and growth of all Regional programs, the Region needs to invest in improved business processes and technology to improve efficiency, internal controls, reduce risk and improve accuracy and timeliness of information for decision making. Several improvement initiatives are planned including a new system to manage procurement workflow, enhanced evaluation processes and procedures and vendor management processes. Ongoing support for continuous improvement and process monitoring will be required to ensure the Region follows best practices and transactions are in compliance of the Purchasing By-Law.

The Stores group currently manages approximately \$2M of inventory at any point in time supporting various user groups mainly within the Public Works department and Asset Management division. The current inventory management systems are manual and paper based resulting in inefficient processes that do not meet the needs of Stores users or staff. Several initiatives to improve efficiency, internal controls, reduce risk and improve accuracy and timeliness of information for decision making have been identified for implementation. In addition, the Stores area will be assuming responsibility of all Regional inventory management functions as it moves to a centralized Inventory Management Program.

Implications:

Additional staff support for the above noted initiatives will allow the Purchasing Services and Stores division to continue meeting service levels for day to day operations while also implementing key improvement initiatives both in the short term and in the longer term. With the growing demands on the Purchasing Services and Stores division, a solid Purchasing Business Plan and Inventory Management Strategy will be necessary to ensure maximum efficiency of processes, strong internal controls and oversight of Purchasing By-Law compliance.

Alternatives:

Hire Contract staff which will not be as efficient as having an integrated team and allow for succession planning. In addition, this position requires a high degree of technical expertise and it may be difficult to find an individual with the required skills on a contract term. This would impact project delivery and implementation success and ultimately delivery of Regional objectives.

Reference:

N/A

Project Manager & Business Analyst

Funding Source	Tax
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Program Details	
Department	Finance
Division	Information Technology
Program	Planning & Integration
Cost Centre	661610

Complement Details	
Position Title	Project Manager, Business Analyst
FTE Impact	2.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2019 Impact	2020 Impact
Personnel Services	\$ 249,000	\$ 249,000
Materials & Supplies	6,600	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	255,600	249,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	255,600	249,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 255,600	\$ 249,000

Business Case

Recommendation:

Approve 2.0 FTE, one Project Manager (PM) and one Business Analyst (BA) for the Planning & Integration team in Information Technology (IT) to undertake project assessment and management related to IT solutions to support the implementation of the digital transformation initiatives included in Halton's customer service access strategy (CA-07-17).

Need:

The Planning & Integration group in IT currently has 3 PM's and 7 BA's to undertake assessments and manage projects to achieve the following objectives:

- Provide robust and reliable IT assessments and solutions that leverage IT investments to support the strategic business needs of the Region in a cost effective manner
- Identify technology trends and opportunities to support the long term needs of the Region
- Provide oversight of the IT project work plan for the entire corporation and all procurement related to IT assets and services
- Provide project management and business analysis for IT projects to ensure projects are completed on time and on budget
- Lead multi-disciplinary cross departmental project teams to ensure successful deployment of IT systems across the Region

In 2017, IT experienced a 12% increase in new IT project requests and a 210% increase in the number of assessment requests, as compared to 2016. This reflects the continued commitment throughout the organization to improve process efficiency through automation. Given the demand for IT projects and assessment work and the need to support the customer service access strategy and other strategic business transformations, 2 FTE's are required in this area.

The new resources will provide support to the digital transformation initiatives and projects identified in the customer service access strategy. This includes the move to Digital First customer access, enhancements to website functionality, and enhancements to the phone system.

Implications:

The current resources on the Planning and Integration team are at capacity assessing new IT requests, and managing/supporting all Enterprise and Non-Enterprise Projects that are currently being planned and/or underway. The need for an additional PM and BA is critical and time sensitive.

Alternatives:

Alternatively, outsource a PM and BA or create a support contract with consulting vendors to provide project support as needed. There is a risk with the quality of services and timing of delivery. In addition, the cost will be substantially higher.

Reference:

Report No. CA-07-17 (re: "Customer Service Access Strategy")

Digital Media Advisor

Funding Source	Tax
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Program Details	
Department	Office of the CAO
Division	Policy Integration & Communication
Program	Social & Digital Media
Cost Centre	110008

Complement Details	
Position Title	Digital Media Advisor
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2019 Impact	2020 Impact
Personnel Services	\$ 121,900	\$ 121,900
Materials & Supplies	2,900	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	124,800	121,900
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	124,800	121,900
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 124,800	\$ 121,900

Business Case

Recommendation:

Approve 1.0 FTE to support the implementation of the digital transformation initiatives.

Need:

The Social & Digital Media (SDM) team has been supporting the transformation of customer access and service delivery on the Region's website. This team has also been instrumental in shifting communication to a greater focus on digital media, resulting in the creation of more engaging and visual content that can be published on a variety of digital channels. The team has successfully implemented better targeted communication using new digital platforms and tools, including the OneHalton mobile app, social media platforms (Twitter, Facebook, LinkedIn, Instagram and YouTube), and through the use of more visual communications such as video. The Region has experienced unprecedented growth in digital communications and engagement. Since 2014, the Region's social media presence has grown to more than 22,000 followers; 10,000 downloads of the OneHalton app; 25,000 email subscribers; and 3.1 million annual visitors to halton.ca, generating over 10 million page views.

The team currently has 2.0 Digital Media Advisors. To continue to meet the current service demands; address the Region's Accessibility for Ontarians with Disabilities Act (AODA) website requirements; support the organization through a digital transformation; and deliver continuous improvements and enhancement alongside industry best practices, there is a need for strategic investment in an additional full-time Digital Media Advisor.

Implications:

Continued investment in digital media ensures that the Region is well-positioned to respond to residents' evolving communication and service delivery expectations; provides additional support for program areas to transform and deliver their programs digitally; supports the Customer Service Access Strategy through digital enablement on halton.ca; and supports the Corporate Communication Strategy and evolution of digital tools within the Region. The investment also provides capacity for enhanced services, including digital issues monitoring and additional performance measurement and analysis for communication campaigns and service delivery.

Alternatives:

Purchased services can be used to address resourcing constraints. These services do not have the consistency or expertise to support the ongoing work needed to sustain the digital media program, and represent a substantial premium compared to this investment.

Reference:

Report No. CA-07-17 (re: "Customer Service Access Strategy")

Data Analytics and Management Program

Funding Source	Tax
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Program Details	
Department	Office of the CAO
Division	Business Planning & Corporate Initiatives
Program	Data Analytics and Management
Cost Centre	601101

Complement Details	
Position Title	Data Strategist & Specialist
FTE Impact	2.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2019 Impact	2020 Impact
Personnel Services	\$ 273,900	\$ 273,900
Materials & Supplies	6,400	-
Purchased Services	3,000	3,000
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	283,300	276,900
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	283,300	276,900
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 283,300	\$ 276,900

Business Case

Recommendation:

Approve 2.0 FTE data analytic and decision support positions in the CAO's Office to develop and deliver a Halton Region wide data analytics and decision support program and related services. The goal of the data analytics program is to enable Regional staff from across the organization to systematically share, manage, integrate and re-use information that was created in different applications or obtained from different sources. The data analytics program will position the Region to manage data and information as strategic assets and support the delivery of enhanced customer service, operational and strategic decision making and reporting.

Need:

Halton Region currently collects, analyses, and distributes data from and to many internal and external sources, including service providers (e.g., water billing, tax assessment), community engagement (e.g., surveys), Statistics Canada and other health, socio-economic and demographic studies/reports, Provincial Ministries and benchmarking networks (e.g., MBNCanada) and operational data (water testing, ambulance dispatch etc.). Emerging information availability includes customer/client and service data as well as future data sources/feeds from traffic, water meter/usage, social media and future Internet of Things (sensors) data. In addition, how information is collected, stored and distributed, is increasing in variety including big-data, structured and un-structured data and non-relational databases. A comprehensive data analytics program to collect, manage, integrate, share and reuse high quality information is required to leverage its value to contribute to informed decisions and to support the delivery of Halton's strategic priorities.

One Data Strategist and one Data Analytics Specialist will be responsible for:

- Developing a comprehensive data analytics framework for the Region including vision, strategy, metrics, governance, roles, lifecycle and infrastructure
- Developing, evaluating and refining analytic models to inform strategic decision making through data visualization, business intelligence and predictive analytics services.
- Developing and maintaining a data catalogue identifying what Halton collects and creates and how it is used.
- Identifying and developing information services needed for key strategic priority areas.
- Supporting existing data and information analytic programs and develop new projects, programs and services that support the execution and administration of Halton's strategic priorities.
- Building relationships with internal and external business partners to enhance information collection, availability, quality, security, policy and governance.

Implications:

Without a data analytics program, duplication of effort to source, validate and combine customer service and operational data and information may increase as new digital information channels are implemented in Halton Region including but not limited to Advanced Traffic Management Systems and Advanced Meter Infrastructure (AMI) technology.

Alternatives:

A consultant engagement could be procured to develop a strategy, however dedicated resources are required to execute a sustainable

Reference:

Report No. CA-07-17 (re: "Customer Service Access Strategy")

Report No. PW-10-18 (re: "Regional Advanced Traffic Management System (ATMS), Our File: PR-3205A")

Report No. PW-18-18/FN-25-18 (re: "Long Term Water Meter Strategy")

Memo (re: Benchmarking Reports - BMA Municipal Study - 2017 and MBNCanada 2016 Performance Measurement Report)

Project Manager I and III

Funding Source	Tax
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Program Details	
Department	Legislative & Planning Services
Division	Asset Management
Program	Facilities Design & Development
Cost Centre	630300

Complement Details	
Position Title	Project Manager I, Project Manager III
FTE Impact	2.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2019 Impact	2020 Impact
Personnel Services	\$ 247,100	\$ 247,060
Materials & Supplies	8,500	2,210
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	255,600	249,270
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	255,600	249,270
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 255,600	\$ 249,270

Business Case

Recommendation:

Approve 2.0 FTE, one Project Manager I and one Project Manager III within the Asset Management Division (Facilities Design & Development group) to address the increase in program demand pressures including state of good repair and ensure that service levels can be maintained. It is recommended that this position be added in order to effectively manage and deliver the projects contained within the annual capital program.

Need:

The project group within Asset Management has seen a significant increase in demand for services. The project group provides project management services for all new and state of good repair capital projects for Regional and HCHC facilities as well as new HRPS facilities. Capital replacement requirements continue to grow as building components age and as new assets are added to the Region's and HCHC's portfolio.

The project group in Asset Management currently has 3.0 permanent Project Manager Is and 2.0 permanent Project Manager IIIs. The group has been supported by several temporary staff over the last couple of years. To respond to the increase in the number of facilities and the demands of the state of good repair programs, there is a need for an additional Project Manager I and a Project Manager III.

Implications:

With the increase in project work, Asset Management may not be able to complete all forecasted projects with in-house resources. Implications are that projects may need to be deferred or the use of temporary staffing continued, putting pressure on the budget. This may result in delays in the Region's ability to deliver programs or meet customer service standards.

Alternatives:

An option is to continue to utilize external PM consultants. This is less effective and significantly more expensive, lacks overall coordination and continuous improvement of the program.

Reference:

Asset Management's Capital Asset Management Plan, Long-Term Capital & Financial Strategies for Social Housing Providers, Comprehensive Housing Strategy, Report No. PW-11-16 re: "Municipal Class Environmental Assessment Study Update for Trafalgar Road (Regional Road 3) from 10 Side Road to Highway #7, Wards 2 and 3, Town of Halton Hills, Our Files: PR-2960A and PR-2961A", and LPS59-15 - Burlington Beach Acquisition Implementation/Strategy.

Intermediate Planner & Development Project Manager

Funding Source	Tax
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Program Details	
Department	Legislative & Planning Services
Division	Planning Services
Program	Development Approval
Cost Centre	210201

Complement Details	
Position Title	Intermediate Planner, Development Project Manager
FTE Impact	2.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2019 Impact	2020 Impact
Personnel Services	\$ 232,800	\$ 232,800
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	232,800	232,800
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	232,800	232,800
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 232,800	\$ 232,800

Business Case

Recommendation:
Approve a strategic investment for 2.0 additional FTE, one Intermediate Planner and one Development Project Manager to address increased development application volume and complexity and to ensure that service standards related to streamlined development reviews approvals are consistently met in accordance with the recommendations of the Development Planning and Engineering Service Review and in support of the MOU related to the Planning System

Need:
There are 4 senior planners and 5 Development Project Managers (DPMs) who last year managed the intake of over 800 planning application files and 870 development engineering files. On average each planner within the group is working on more than 30 open projects and each DPM is managing more than 80 files at any given time. Development applications are growing in volume and complexity. This is compounded by additional requirements that are now in effect related to Bill 139, where municipalities must ensure greater care in documentation and adhere to strict timelines in the processing in order to avoid costly LPAT hearings. The Development Planning and Engineering Service Review received by Council in 2017 identified a number of opportunities to streamline and improve processes that are actively being implemented including a new Development Application Tracking System (DATs). It is anticipated that despite these improvement efforts that the demand for service and the targeted service standards throughout the Development Planning and Engineering Services Review, an additional Intermediate Planner and an additional Development Project Manager are required.

Implications:
Without the additional intermediate planner and development project manager positions, there will be delays in the delivery, co-ordination and direct interaction with Local Municipalities and land owners to responding to development applications. This can have a negative impact on the timing of development for economic development. There is also the risk of increased overtime or consulting costs in order to extend current capacity to meet these objectives.

Alternatives:
Continuing to use temporary or contract resources could impact the quality of services, continuity on files and timing of services.

Reference:
ROP (ROPA 38); Report No. LPS06-17 (re: "Development Planning and Engineering Service Review"); LPS 5-year Business Plan and monitoring, feedback into reviewing that Business Plan; and Report No. CA-07-15 (re: "Halton Region 2015-2018 Strategic Action Plan")

Rate Supported Strategic Investments

2019 Rate Supported Strategic Investments								
Dept.	Division	Title	FTE	Gross Impact	Reduction to Purchased Services	Capital Recovery	Revenue	Rate Impact
PWR	Water & Wastewater Treatment	Senior Project Advisor	1.0	\$ 155,100	\$ (155,100)	\$ -	\$ -	\$ -
PWR	Water & Wastewater Treatment	Operations Support Coordinators	2.0	226,400	(226,400)	-	-	-
PWR	Engineering & Construction	Construction Ambassadors	2.0	216,600	-	(216,600)	-	-
PWR	Engineering & Construction	Senior Project Advisor	1.0	156,600	-	(156,600)	-	-
PWR	PW Admin	Compliance Specialist	1.0	114,900	-	-	-	114,900
Rate Total			7.0	\$ 869,600	\$ (381,500)	\$ (373,200)	\$ -	\$ 114,900

Senior Project Advisor

Funding Source	Rate
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Program Details	
Department	Public Works
Division	Water & Wastewater Treatment
Program	Plant Capital & Engineering
Cost Centre	236000

Complement Details	
Position Title	Senior Project Advisor
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2019 Impact	2020 Impact
Personnel Services	\$ 152,000	\$ 152,000
Materials & Supplies	3,100	600
Purchased Services	(155,100)	(152,600)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 FTE Senior Project Advisor within the Water and Wastewater (W&WW) Treatment division (Plant Capital & Engineering group) to ensure the Region continues to support Public Works' W&WW Treatment operations at appropriate levels of service and provide supervision for plant performance optimization, as well as to track, coordinate and efficiently manage operational data, key performance indicators (KPIs) and performance dashboards. This position will also coordinate all treatment plant related asset and operational planning information to facilitate the asset management program.

Need:

This position will be responsible for the supervision and leadership of a diverse group of operational technical staff, and will provide a unified, transparent and consistent approach to W&WW treatment plant optimization, data management, benchmarking, KPIs, compliance information, and operational support. It will also provide leadership to ensure cohesive and consistent operational input into plant expansions and upgrades, as needed. The position will provide monitoring as well as continuously providing updates on W&WW treatment infrastructure performance in order to advise stakeholders on changes that can affect service delivery or treatment requirements.

Additionally, this position will provide consistent technical expertise toward the development of various infrastructure performance improvement solutions, and ensure that infrastructure can support expected growth numbers within the Region. This position will also ensure the consistency of operations support in the efficient acquisition of purchased services to help the Region realize the maximum value of infrastructure assets through a planned, timely and consistent approach.

This investment will have an effective net zero cost on the W&WW Treatment program, as costs will be offset by equivalent reductions in purchased services through the efficiencies gained in providing a consistent "one-window" approach to treatment operations support and data management.

Implications:

Without coordinating the support and optimization efforts, the Region is exposed to the risks associated with variable approaches, duplication of effort, and inconsistent data being provided which may misinform or provide inconsistent information leading to challenges in infrastructure investment or operational work.

Alternatives:

Continue to operate without this position and accept the risk of inconsistent service delivery, information management, optimization efforts, and infrastructure performance. This option is not preferred, as this will affect the Region's efficient delivery of services.

Reference:

N/A

Operations Support Coordinator

Funding Source	Rate
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Program Details	
Department	Public Works
Division	Water & Wastewater Treatment
Program	Water & Wastewater Plant Maintenance
Cost Centre	237200

Complement Details	
Position Title	Operations Support Coordinator
FTE Impact	2.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2019 Impact	2020 Impact
Personnel Services	\$ 221,900	\$ 221,900
Materials & Supplies	4,500	600
Purchased Services	(226,400)	(222,500)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:
Approve 2.0 FTE Operations Support Coordinators within the Water and Wastewater (W&WW) Treatment Plant Maintenance program to ensure the Region continues to support Public Works W&WW Treatment maintenance operations at appropriate levels of service, and to provide operational maintenance support for Critical Asset Inventory management and master data in SAP and InteleX software that meets and exceeds the safety and reliability standards for all electrical, mechanical and instrumentation work across the 22 facilities.

Need:
Due to continued rapid growth, the number of assets in the Region's W&WW treatment has increased. Additional in-house staff is required to support maintenance activities as preventive maintenance plans are increasing in complexity and volume, in conjunction with technology and the expansion of systems. These positions are required to ensure that certain levels of customer service are delivered, and that asset maintenance needs are met. With emphasis on continually improving maintenance systems, business processes, training, and performance management practices, it is important to build new capabilities to deliver the Region's strategic objectives.

This investment will have an effective net zero impact on the rate budget, as costs will be offset by equivalent reductions in purchased services.

To deliver the strategic intent of a reliability-centered maintenance program, the following outcomes are necessary: establish and maintain equipment inventory and repair process for all treatment plants; develop and sustain accurate master data in SAP related to preventive maintenance parts lists, criticality and lifecycle data; optimization of preventive and predictive inspection intervals and tasks; development and maintenance of standard work documentation for all preventive, predictive and ad-hoc work or tasks for all treatment plant assets; coordination of SAP record revisions in InteleX; and protection of intellectual capital via standard work documentation.

Implications:
Without additional support staff, efficient work may not be completed, which would expose the Region to the risk of equipment failure, reduced levels of service, and non-compliance with legislative, required documented maintenance activities. In addition, continued and increased reliance on external resources would be required to complete mechanical work and prevent large backlogs of incomplete work. Subsequently, the Region would experience further reduced control over the quality of work, and reduced in-house knowledge and skill.

Alternatives:
Continue to operate with fewer than needed staff members and a growing backlog of work, which will require increased use of staff overtime or external resources to prevent adverse effects to the lifecycle of plant assets. Neither option is preferred, as the Region's ability to properly manage the quality of work and customer service levels of delivery would be reduced.

Reference:
N/A

Construction Ambassador

Funding Source

Program Details

Department	Public Works
Division	Engineering & Construction
Program	Technical Services
Cost Centre	282120

Complement Details

Position Title	Construction Ambassador
FTE Impact	2.0
Hour (Relief Positions) Impact	35
Personnel Group	OCT/MMSG

Funding Impact

Operating	2019 Impact	2020 Impact
Personnel Services	\$ 208,400	\$ 208,400
Materials & Supplies	8,200	600
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	216,600	209,000
Allocated Charges/Recoveries	(216,600)	(209,000)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 2.0 FTE new Construction Ambassador positions to meet the growing public expectation of highly effective, accurate, timely and unified communications on capital projects.

Need:

The Region continues to deliver an aggressive capital program that aims to both support growth and maintain existing infrastructure in a state of good repair. The capital program continues to introduce larger and more complex projects year-to-year. Practical and effective management of these projects is extremely challenging, especially when it comes to managing increasing public expectation of an effective, accurate and standardized approach to stakeholder communication.

The Construction Ambassadors will serve an integral part within the Engineering Management office reporting to the Senior Project Advisor position also being recommended in this budget and will help to establish a "one-window" point of contact for all large capital project communication, inquiries and coordination. The core duties of this position will focus on assisting PMs in providing an enhanced level of standard communication (including regular project updates) and in developing and promoting targeted messaging for specific, affected communities and user groups.

The addition of these resources combined with other enhancements to project communications including enhanced signage, channelling all project related calls through 311 and significant enhancements to project information on the website are expected to deliver significantly improved customer service going forward.

Implications:

The addition of 2 Construction Ambassadors will provide much needed resources to PMs and the Engineering and Construction group to keep up with increasing public expectation on capital project communication. To date, these positions do not exist, but if created, could potentially offset large amounts of time spent by PMs (approximately 20%) during construction and ongoing coordination, including increased responsiveness to project inquiries from the public, affected communities and users, local partners, elected officials and other stakeholders. Current protocol for providing timely and unified communication to the public on large capital construction projects relies heavily on PMs.

Alternatives:

Increased purchased services to complement consultant project teams with communication liaisons on a project-by-project basis which will ultimately lead to inconsistent and reduced levels of customer service.

Reference:

N/A

Senior Project Advisor

Funding Source	Rate
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Program Details	
Department	Public Works
Division	Engineering & Construction
Program	Engineering Management Office
Cost Centre	282500

Complement Details	
Position Title	Senior Project Advisor
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact		
Operating	2019 Impact	2020 Impact
Personnel Services	\$ 152,000	\$ 152,000
Materials & Supplies	4,600	300
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	156,600	152,300
Allocated Charges/Recoveries	(156,600)	(152,300)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:
 Approve 1.0 FTE Senior Project Advisor (SPA) of the Engineering Management Office to lead a new section within the Engineering and Construction (E&C) division. The SPA will ensure that a standardized, consistent, quality-based and transparent (reportable) capital program delivery model is followed.

Need:
 The 2 groups currently delivering the State of Good Repair and new growth-related infrastructure are led by 2 managers. These managers, for the most part, spend their time assisting staff in alleviating project roadblocks while ensuring that their respective capital programs continue to move forward. Managing the increasing volume of capital works with balanced consistency and a standardized approach across the entire group is becoming extremely challenging. As such, a new Engineering Management Office, led by the requested SPA role, will focus on ensuring standardized program delivery.

The group will also develop a foundation for delivering future capital programs, which will consist of vital progress reports, key performance indicators, standardized administration of construction contracts, and capital portfolio audits. The new Construction Ambassadors requested in this budget will report to the Senior Project Advisor as will 1 Data Management Clerk, 3 Project Coordinators, 1 Project Manager/Operations Support Coordinator and 2 Contract Administrators.

Implications:
 The Engineering Management Office and the new leadership of this group will alleviate many of the pressures on the delivery and reporting of the capital programs. The new SPA role will ensure that capital projects are delivered with high degree of consistency and quality across the Capital Engineering and Construction groups, while continuing to exceed the broad customer service expectations. The absence of having a centralized resource dedicated to leading a proper program management will result in escalating program delivery risks/issues (schedule, costs) and missed opportunities to capture valuable key performance indicators that will ultimately benefit the overall level of service provided by E&C division.

Alternatives:
 Increase purchased services by hiring outside consulting firms to review, develop and recommend standardized program delivery options. This will result in extended start up times for projects, higher costs, decreased productivity of managers, and decreased project efficiencies.

Reference:
 N/A

Compliance Specialist

Funding Source	Rate
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Program Details

Department	Public Works
Division	Public Works Administration
Program	Integrated Management Systems
Cost Centre	208200

Complement Details

Position Title	Compliance Specialist
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2019 Impact	2020 Impact
Personnel Services	\$ 110,900	\$ 110,900
Materials & Supplies	4,000	300
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	114,900	111,200
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	114,900	111,200
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 114,900	\$ 111,200

Business Case

Recommendation:
Approve 1.0 FTE Compliance Specialist to provide additional capacity to the Integrated Management Systems and Quality Assurance Group.

Need:
PW is highly legislated, which requires enhanced oversight by staff. The Integrated Management Systems and Quality Assurance Group undertakes quality, environmental, and health and safety compliance audits. There are currently 2 Project Managers and 2 Compliance Specialists undertaking this work. An additional Compliance Specialist is required to provide capacity to expand the program across the department and introduce a focus on Occupational Health and Safety. This work is critical to ensuring the Public Works operations maintain compliance and quality.

Implications:
Without an additional Compliance Specialist, the Region may have to rely on external consultants.

Alternatives:
Supplement the Integrated Management System team with consultant assistance. This would limit the number of initiatives and extend the rollout and maintenance of InteleX software. PW would like the maximum benefit of QUEST and to surpass its compliance requirements.

Reference:
N/A



HALTON REGION

Budget and Business Plan 2019

Operating Budget



Tax Supported Budget Summary

Tax Supported Budget Summary									
	2018	2019			Change in Budget				
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2019 Base / 2018 Approved		2019 Requested / 2018 Approved		
Regional Services	\$ 257,068,817	\$ 263,862,127	\$ 2,023,021	\$ 265,885,148	\$ 6,793,310	2.6%	\$ 8,816,331	3.4%	
Police Services	150,070,809	153,996,731	1,386,556	155,383,287	3,925,921	2.6%	5,312,477	3.5%	
Total	\$ 407,139,627	\$ 417,858,858	\$ 3,409,577	\$ 421,268,435	\$ 10,719,231	2.6%	\$ 14,128,808	3.5%	

Summary of Tax Changes

(With 1.5% Weighted Assessment Growth)

	2019			2019
	Base Budget	Strategic Investments	Requested Budget	Budget Directions
Regional Services	1.1%	0.8%	1.9%	2.0%
Police Services	1.1%	0.9%	2.0%	
Total	1.1%	0.8%	1.9%	

Net Program Expenditure - Tax

The following tables set out the net expenditure by program at a detailed level.

Operating Budget For Tax Supported Services										
Net Dollars	2016	2017	2018		2019			Change in Budget		
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2019 Base to 2018 Approved	2019 Requested to 2018 Approved	
Health Department										
Public Health Resources	\$ 1,276,303	\$ 2,092,307	\$ 2,390,863	\$ 2,046,586	\$ 2,435,308	\$ -	\$ 2,435,308	\$ 44,445 1.9%	\$ 44,445 1.9%	
Healthy Environments & Communicable Disease	4,378,993	4,382,521	4,575,375	4,077,125	4,544,054	-	4,544,054	(31,321) -0.7%	(31,321) -0.7%	
Healthy Families	5,361,136	5,262,977	5,876,837	5,502,017	6,045,856	-	6,045,856	169,019 2.9%	169,019 2.9%	
Clinical Health Services	3,902,164	4,300,001	4,453,535	4,938,422	3,221,228	-	3,221,228	(1,232,307) -27.7%	(1,232,307) -27.7%	
Total Public Health	14,918,596	16,037,805	17,296,610	16,564,150	16,246,446	-	16,246,446	(1,050,164) -6.1%	(1,050,164) -6.1%	
Paramedic Services	17,673,558	19,007,034	20,436,763	20,756,763	20,895,980	438,100	21,334,080	459,217 2.2%	897,317 4.4%	
Total Health	32,592,155	35,044,840	37,733,373	37,320,913	37,142,426	438,100	37,580,526	(590,947) -1.6%	(152,847) -0.4%	
Social & Community Services										
Children's Services	11,502,517	10,841,921	10,243,094	9,791,094	10,394,717	-	10,394,717	151,623 1.5%	151,623 1.5%	
Employment & Social Services	6,706,770	6,358,088	6,539,864	6,262,144	6,637,051	-	6,637,051	97,187 1.5%	97,187 1.5%	
Housing Services	35,478,092	37,058,781	35,929,798	36,079,798	36,056,516	-	36,056,516	126,718 0.4%	126,718 0.4%	
Quality & Service Integration	5,050,336	5,859,284	6,593,217	6,508,217	6,721,456	300,000	7,021,456	128,239 1.9%	428,239 6.5%	
Services for Seniors	17,974,500	18,548,462	18,167,236	18,321,236	18,226,151	5,000	18,231,151	58,915 0.3%	63,915 0.4%	
Total Social & Community Services	76,712,215	78,666,535	77,473,209	76,962,489	78,035,891	305,000	78,340,891	562,682 0.7%	867,682 1.1%	
Legislative & Planning Services										
Planning Services	9,381,986	10,262,942	12,087,527	11,975,527	12,603,815	232,800	12,836,615	516,289 4.3%	749,089 6.2%	
Economic Development	3,157,351	3,182,271	3,729,038	3,704,038	3,836,533	-	3,836,533	107,495 2.9%	107,495 2.9%	
Total Legislative & Planning Services	12,539,337	13,445,214	15,816,565	15,679,565	16,440,348	232,800	16,673,148	623,784 3.9%	856,584 5.4%	
Public Works										
Road Operations	49,979,522	51,032,882	53,001,350	52,805,350	55,037,875	-	55,037,875	2,036,526 3.8%	2,036,526 3.8%	
Waste Management Services	41,341,201	41,403,823	42,110,596	42,110,596	43,003,453	-	43,003,453	892,857 2.1%	892,857 2.1%	
Total Public Works	91,320,722	92,436,705	95,111,946	94,915,946	98,041,328	-	98,041,328	2,929,383 3.1%	2,929,383 3.1%	
Corporate Administration										
Corporate Administration	(2,549,908)	(1,554,350)	-	(913,001)	-	-	-	- 0.0%	- 0.0%	
Total Corporate Administration	\$ (2,549,908)	\$ (1,554,350)	\$ -	\$ (913,001)	\$ -	\$ -	\$ -	\$ - 0.0%	\$ - 0.0%	

**Comparison of 2019 Requested and 2018 Approved
Operating Budget For Tax Supported Services**

Net Dollars	2016	2017	2018		2019			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2019 Base to 2018 Approved	2019 Requested to 2018 Approved			
Non-Program Items & Fiscal Transactions												
Net Interest Earnings	\$ (7,750,800)	\$ (7,750,800)	\$ (7,750,800)	\$ (7,750,800)	\$ (7,750,800)	\$ -	\$ (7,750,800)	\$ -	0.0%	\$ -	0.0%	
Supplementary Tax Revenue	(6,815,730)	(7,793,003)	(7,000,000)	(7,000,000)	(6,500,000)	-	(6,500,000)	500,000	-7.1%	500,000	-7.1%	
Provincial Offences Act	(1,937,694)	(1,941,297)	(1,934,400)	(2,934,400)	(2,327,852)	-	(2,327,852)	(393,452)	20.3%	(393,452)	20.3%	
Payments-in-Lieu of Taxes	(2,994,419)	(3,276,978)	(2,800,000)	(2,800,000)	(2,800,000)	-	(2,800,000)	-	0.0%	-	0.0%	
Right-of-Way Taxes	(1,201,239)	(1,162,701)	(1,250,000)	(1,250,000)	(1,250,000)	-	(1,250,000)	-	0.0%	-	0.0%	
Tax Write-Off Provision	6,294,328	6,645,387	4,295,000	4,295,000	4,700,000	-	4,700,000	405,000	9.4%	405,000	9.4%	
Tax Policy Expenditures	1,270,878	1,172,270	1,048,000	1,048,000	548,000	-	548,000	(500,000)	-47.7%	(500,000)	-47.7%	
Assessment Services	8,635,878	8,945,423	9,134,400	9,284,400	9,601,600	-	9,601,600	467,200	5.1%	467,200	5.1%	
General Expenditures	25,139,375	24,408,127	26,755,399	26,755,399	27,896,311	1,047,121	28,943,432	1,140,912	4.3%	2,188,033	8.2%	
Total Non-Prog Items & Fiscal Transactions	20,640,577	19,246,427	20,497,599	19,647,599	22,117,259	1,047,121	23,164,380	1,619,660	7.9%	2,666,781	13.0%	
Boards and Agencies												
Conservation Authorities	8,810,687	9,262,610	9,664,796	9,664,796	10,084,218	-	10,084,218	419,422	4.3%	419,422	4.3%	
RBG and Special Grants	747,963	759,930	771,329	771,329	786,756	-	786,756	15,427	2.0%	15,427	2.0%	
North Halton Mental Health Clinic	-	-	-	-	1,213,900	-	1,213,900	1,213,900	0.0%	1,213,900	0.0%	
Total Boards and Agencies	9,558,650	10,022,540	10,436,125	10,436,125	12,084,874	-	12,084,874	1,648,749	15.8%	1,648,749	15.8%	
Net Regional Impact Expenditure	240,813,748	247,307,911	257,068,817	254,049,637	263,862,127	2,023,021	265,885,148	6,793,310	2.6%	8,816,331	3.4%	
Halton Regional Police Services												
Police Services	131,172,951	134,472,571	142,815,069	140,940,069	146,460,474	1,386,556	147,847,030	3,645,404	2.6%	5,031,960	3.5%	
Police Services - Debt Charges	6,719,802	5,100,093	5,103,602	5,103,602	4,168,776	-	4,168,776	(934,826)	-18.3%	(934,826)	-18.3%	
Police Services - Reserves/Capital Transfers	1,821,946	5,367,366	2,152,138	2,152,138	3,367,481	-	3,367,481	1,215,343	56.5%	1,215,343	56.5%	
Total Halton Regional Police Services	139,714,700	144,940,030	150,070,809	148,195,809	153,996,731	1,386,556	155,383,287	3,925,921	2.6%	5,312,477	3.5%	
Net Regional Levy Requirement	\$ 380,528,448	\$ 392,247,941	\$ 407,139,627	\$ 402,245,446	\$ 417,858,858	\$ 3,409,577	\$ 421,268,435	\$ 10,719,231	2.6%	\$ 14,128,808	3.5%	

**Comparison Of 2019 Requested And 2018 Approved
Operating Budget For Tax Supported Services**

Net Dollars	2016	2017	2018		2019			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2019 Base to 2018 Budget		2019 Base to 2018 Budget	
Corporate Administration Program Costs:											
Finance											
Budgets & Tax Policy	\$ 2,293,583	2,226,660	\$ 2,648,658	\$ 2,593,686	\$ 2,856,241	\$ -	\$ 2,856,241	\$ 207,583	7.8%	\$ 207,583	7.8%
Capital & Development Financing	529,493	1,059,000	973,643	848,371	999,470	-	999,470	25,827	2.7%	25,827	2.7%
Financial Services & Payroll	3,099,152	3,232,988	3,321,859	3,298,281	3,588,436	-	3,588,436	\$ 266,577	8.0%	\$ 266,577	8.0%
Purchasing Services & Stores	2,222,814	2,383,300	2,401,295	2,348,328	2,554,527	127,875	2,682,402	153,232	6.4%	281,107	11.7%
Information Technology	14,328,121	14,942,731	15,651,286	15,677,075	16,424,238	255,588	16,679,826	772,952	4.9%	1,028,540	6.6%
Total Finance	22,473,163	23,844,680	24,996,742	24,765,742	26,422,912	383,463	26,806,375	1,192,761	4.8%	1,576,224	6.3%
Legislative & Planning Services											
Asset Management	17,983,024	19,463,672	19,774,533	19,949,901	20,314,083	255,568	20,569,651	539,550	2.7%	795,118	4.0%
Legal Services	6,284,247	5,856,539	6,075,452	5,871,084	6,372,789	-	6,372,789	297,337	4.9%	297,337	4.9%
Total Legislative & Planning Services	24,267,271	25,320,211	25,849,985	25,820,985	26,686,872	255,568	26,942,440	836,887	3.2%	1,092,455	4.2%
Office of the CAO											
Policy Integration & Communications	6,226,824	6,577,662	7,322,477	7,295,799	7,560,546	124,790	7,685,336	238,068	3.3%	362,858	5.0%
Internal Audit	544,809	561,820	626,978	608,690	657,231.02	-	657,231	30,253	4.8%	30,253	4.8%
Business Planning & Corporate Initiatives	1,266,524	1,537,675	2,238,063	1,827,649	2,363,406	283,300	2,646,706	125,343	5.6%	408,643	18.3%
Human Resources	4,020,511	4,583,130	5,194,884	4,997,264	5,376,103	-	5,376,103	181,219	3.5%	181,219	3.5%
Total Office of the CAO	12,058,668	13,260,287	15,382,403	14,729,403	15,957,286	408,090	16,365,376	574,883	3.7%	982,973	6.4%
Office of the Chair & Regional Council											
Office of the Chair	253,945	247,832	276,260	276,260	281,386	-	281,386	5,126	1.9%	5,126	1.9%
Regional Council	1,258,599	1,296,974	1,370,300	1,370,300	1,549,500	-	1,549,500	179,200	13.1%	179,200	13.1%
Total Office of the Chair & Regional Council	1,512,544	1,544,806	1,646,560	1,646,560	1,830,886	-	1,830,886	184,326		184,326	11.2%
Total Corporate Administration Costs	\$ 60,311,645	\$ 63,969,985	\$ 67,875,690	\$ 66,962,690	\$ 70,897,956	\$ 1,047,121	\$ 71,945,077	\$ 2,788,857	4.1%	\$ 3,835,978	5.7%

Net Program Expenditure – by Committee

The following tables set out the net expenditure by program at a detailed level.

Net Dollars	2016	2017	2018		2019			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2019 Base to 2018 Approved		2019 Requested to 2018 Approved		
Health & Social Services												
Health Department:												
Public Health Resources	\$ 1,276,303	\$ 2,092,307	\$ 2,390,863	\$ 2,046,586	\$ 2,435,308	\$ -	\$ 2,435,308	\$ 44,445	1.9%	\$ 44,445	1.9%	
Healthy Environments & Communicable Disease	4,378,993	4,382,521	4,575,375	4,077,125	4,544,054	-	4,544,054	(31,321)	-0.7%	(31,321)	-0.7%	
Healthy Families	5,361,136	5,262,977	5,876,837	5,502,017	6,045,856	-	6,045,856	169,019	2.9%	169,019	2.9%	
Clinical Health Services	3,902,164	4,300,001	4,453,535	4,938,422	3,221,228	-	3,221,228	(1,232,307)	-27.7%	(1,232,307)	-27.7%	
Total Public Health	14,918,596	16,037,805	17,296,610	16,564,150	16,246,446	-	16,246,446	(1,050,164)	-6.1%	(1,050,164)	-6.1%	
Paramedic Services	17,673,558	19,007,034	20,436,763	20,756,763	20,895,980	438,100	21,334,080	459,217	2.2%	897,317	4.4%	
Total Health	32,592,155	35,044,840	37,733,373	37,320,913	37,142,426	438,100	37,580,526	(590,947)	-1.6%	(152,847)	-0.4%	
Social and Community Services:												
Children's Services	11,502,517	10,841,921	10,243,094	9,791,094	10,394,717	-	10,394,717	151,623	1.5%	151,623	1.5%	
Employment & Social Services	6,706,770	6,358,088	6,539,864	6,262,144	6,637,051	-	6,637,051	97,187	1.5%	97,187	1.5%	
Housing Services	35,478,092	37,058,781	35,929,798	36,079,798	36,056,516	-	36,056,516	126,718	0.4%	126,718	0.4%	
Quality & Service Integration	5,050,336	5,859,284	6,593,217	6,508,217	6,721,456	300,000	7,021,456	128,239	1.9%	428,239	6.5%	
Services for Seniors	17,974,500	18,548,462	18,167,236	18,321,236	18,226,151	5,000	18,231,151	58,915	0.3%	63,915	0.4%	
Total Social and Community Services	76,712,215	78,666,535	77,473,209	76,962,489	78,035,891	305,000	78,340,891	562,682	0.7%	867,682	1.1%	
Total Health & Social Services	\$ 109,304,370	\$ 113,711,375	\$ 115,206,583	\$ 114,283,403	\$ 115,178,317	\$ 743,100	\$ 115,921,417	\$ (28,265)	0.0%	\$ 714,835	0.6%	

Comparison of 2019 Requested and 2018 Approved

Operating Budget

Net Dollars	2016	2017	2018		2019			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2019 Base to 2018 Approved	2019 Requested to 2018 Approved			
Planning & Public Works - Tax												
Legislative & Planning Services:												
Planning Services	\$ 9,381,986	\$ 10,262,942	\$ 12,087,527	\$ 11,975,527	\$ 12,603,815	\$ 232,800	\$ 12,836,615	\$ 516,289	4.3%	\$ 749,089	6.2%	
Total Planning	9,381,986	10,262,942	12,087,527	11,975,527	12,603,815	232,800	12,836,615	516,289	4.3%	749,089	6.2%	
Public Works												
Road Operations	49,979,522	51,032,882	53,001,350	52,805,350	55,037,875	-	55,037,875	2,036,526	3.8%	2,036,526	3.8%	
Waste Management Services	41,341,201	41,403,823	42,110,596	42,110,596	43,003,453	-	43,003,453	892,857	2.1%	892,857	2.1%	
Total Public Works	91,320,722	92,436,705	95,111,946	94,915,946	98,041,328	-	98,041,328	2,929,383	3.1%	2,929,383	3.1%	
Total Planning & Public Works - Tax	100,702,708	102,699,647	107,199,472	106,891,472	110,645,144	232,800	110,877,944	3,445,671	3.2%	3,678,471	3.4%	
Planning & Public Works - Rate												
Public Works												
Water and Wastewater	185,718,591	187,040,659	197,117,464	194,557,464	205,515,995	114,900	205,630,895	8,398,531	4.3%	8,513,431	4.3%	
Total Public Works	185,718,591	187,040,659	197,117,464	194,557,464	205,515,995	114,900	205,630,895	8,398,531	4.3%	8,513,431	4.3%	
Total Planning & Public Works - Rate	185,718,591	187,040,659	197,117,464	194,557,464	205,515,995	114,900	205,630,895	8,398,531	4.3%	8,513,431	4.3%	
Total Planning & Public Works - Tax & Rate	\$ 286,421,299	\$ 289,740,307	\$ 304,316,937	\$ 301,448,937	\$ 316,161,139	\$ 347,700	\$ 316,508,839	\$ 11,844,202	3.9%	\$ 12,191,902	4.0%	

**Comparison of 2019 Requested and 2018 Approved
Operating Budget**

Net Dollars	2016	2017	2018		2019			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2019 Base to 2018 Approved		2019 Requested to 2018 Approved		
Administration & Finance												
Corporate Administration												
Corporate Administration	\$ (2,549,871)	\$ (1,554,350)	\$ -	\$ (913,001)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%	
Total Corporate Administration	(2,549,871)	(1,554,350)	-	(913,001)	-	-	-	-	0.0%	-	0.0%	
Economic Development												
Economic Development	3,157,351	3,182,271	3,729,038	3,704,038	3,836,533	-	3,836,533	107,495	2.9%	107,495	2.9%	
Total Economic Development	3,157,351	3,182,271	3,729,038	3,704,038	3,836,533	-	3,836,533	107,495	2.9%	107,495	2.9%	
Non-Program Items & Fiscal Transactions												
Net Interest Earnings	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	-	(7,750,800)	-	0.0%	-	0.0%	
Supplementary Tax Revenue	(6,815,730)	(7,793,003)	(7,000,000)	(7,000,000)	(6,500,000)	-	(6,500,000)	500,000	-7.1%	500,000	-7.1%	
Provincial Offences Act	(1,937,694)	(1,941,297)	(1,934,400)	(2,934,400)	(2,327,852)	-	(2,327,852)	(393,452)	20.3%	(393,452)	20.3%	
Payments-in-Lieu of Taxes	(2,994,419)	(3,276,978)	(2,800,000)	(2,800,000)	(2,800,000)	-	(2,800,000)	-	0.0%	-	0.0%	
Right-of-Way Taxes	(1,201,239)	(1,162,701)	(1,250,000)	(1,250,000)	(1,250,000)	-	(1,250,000)	-	0.0%	-	0.0%	
Tax Write-Off Provision	6,294,328	6,645,387	4,295,000	4,295,000	4,700,000	-	4,700,000	405,000	9.4%	405,000	9.4%	
Tax Policy Expenditures	1,270,878	1,172,270	1,048,000	1,048,000	548,000	-	548,000	(500,000)	-100.0%	(500,000)	-100.0%	
Assessment Services	8,635,878	8,945,423	9,134,400	9,284,400	9,601,600	-	9,601,600	467,200	5.1%	467,200	5.1%	
General Expenditures	25,139,375	24,408,127	26,755,399	26,755,399	27,896,311	1,047,121	28,943,432	1,140,912	4.3%	2,188,033	8.2%	
Total Non-Prog Items & Fiscal Transactions	20,640,577	19,246,427	20,497,599	19,647,599	22,117,259	1,047,121	23,164,380	1,619,660	7.9%	2,666,781	13.0%	
Boards and Agencies												
Conservation Authorities	8,810,687	9,262,610	9,664,796	9,664,796	10,084,218	-	10,084,218	419,422	4.3%	419,422	4.3%	
RBG and Special Grants	747,963	759,930	771,329	771,329	786,756	-	786,756	15,427	2.0%	15,427	2.0%	
North Halton Mental Health Clinic	-	-	-	-	1,213,900	-	1,213,900	1,213,900	0.0%	1,213,900	0.0%	
Total Boards and Agencies	9,558,650	10,022,540	10,436,125	10,436,125	12,084,874	-	12,084,874	1,648,749	15.8%	1,648,749	15.8%	
Total Administration & Finance	30,806,707	30,896,889	34,662,762	32,874,761	38,038,666	1,047,121	39,085,787	3,375,904	9.7%	4,423,025	12.8%	
Net Regional Impact Expenditure	\$ 426,532,376	\$ 434,348,570	\$ 454,186,281	\$ 448,607,101	\$ 469,378,122	\$ 2,137,921	\$ 471,516,043	\$ 15,191,841	3.3%	\$ 17,329,762	3.8%	
Halton Regional Police Services												
Halton Regional Police Services	139,714,700	144,940,030	150,070,809	148,195,809	153,996,731	1,386,556	155,383,287	3,925,921	2.6%	5,312,477	3.5%	
Total Halton Regional Police Services	139,714,700	144,940,030	150,070,809	148,195,809	153,996,731	1,386,556	155,383,287	3,925,921	2.6%	5,312,477	3.5%	
Net Regional Levy & Rate Requirement	\$ 566,247,076	\$ 579,288,600	\$ 604,257,091	\$ 596,802,910	\$ 623,374,853	\$ 3,524,477	\$ 626,899,330	\$ 19,117,762	3.2%	\$ 22,642,239	3.7%	

Corporate Administration Costs

In accordance with MBNCanada, the Region allocates corporate support costs to program delivery departments. This table includes details of the Corporate Administration expenditures that are reallocated through corporate support.

Net Dollars	Total Expenditures					Allocated Recoveries & External Revenues					Net Expenditures / Corporate Support				
	2017 Actuals	2018 Approved Budget	2019 Requested Budget	Change 2019 Requested to 2018 Approved		2017 Actuals	2018 Approved Budget	2019 Requested Budget	Change 2019 Requested to 2018 Approved		2017 Actuals	2018 Approved Budget	2019 Requested Budget	Change 2019 Requested to 2018 Approved	
Finance															
Budgets & Tax Policy	\$ 2,312,295	\$ 2,664,368	\$ 2,873,700	\$ 209,332	7.9%	\$ (1,650,354)	\$ (1,767,540)	\$ (1,885,107)	\$ (117,567)	6.7%	\$ 661,941	\$ 896,828	\$ 988,593	\$ 91,765	10.2%
Capital & Development Financing	2,283,991	2,620,319	2,691,282	70,963	2.7%	(1,872,336)	(2,237,096)	(2,301,265)	(64,169)	2.9%	411,655	383,223	390,017	6,794	1.8%
Financial Services & Payroll	3,417,417	3,459,255	3,732,869	273,614	7.9%	(402,256)	(434,175)	(458,947)	(24,772)	5.7%	3,015,161	3,025,080	3,273,921	248,841	8.2%
Purchasing Services & Stores	2,667,427	2,678,473	3,083,789	405,316	15.1%	(1,006,077)	(869,198)	(1,139,134)	(269,936)	31.1%	1,661,350	1,809,275	1,944,656	135,381	7.5%
Information Technology	15,457,215	15,876,926	16,941,440	1,064,514	6.7%	(2,723,950)	(2,496,305)	(2,916,915)	(420,610)	16.8%	12,733,265	13,380,621	14,024,525	643,904	4.8%
Total Finance	26,138,345	27,299,342	29,323,080	2,023,738	7.4%	(7,654,972)	(7,804,314)	(8,701,368)	(897,054)	11.5%	18,483,372	19,495,028	20,621,712	1,034,919	5.3%
Legislative & Planning Services															
Asset Management	21,803,627	22,203,266	23,045,947	842,681	3.8%	(11,592,549)	(11,789,368)	(12,211,180)	(421,812)	3.6%	10,211,078	10,413,897	10,834,767	420,870	4.0%
Legal Services	7,195,936	6,915,382	7,168,164	252,781	3.7%	(3,921,937)	(3,641,631)	(3,691,790)	(50,159)	1.4%	3,274,000	3,273,751	3,476,374	202,622	6.2%
Total Legislative & Planning Services	28,999,563	29,118,648	30,214,111	1,095,463	3.8%	(15,514,486)	(15,430,999)	(15,902,970)	(471,971)	3.1%	13,485,078	13,687,649	14,311,141	623,492	4.6%
Office of the CAO															
Policy Integration & Communications	7,390,358	7,565,355	7,930,182	364,827	4.8%	(210,730)	(253,539)	(253,539)	-	-	7,179,629	7,311,816	7,676,643	364,827	5.0%
Internal Audit	610,149	627,799	658,632	30,833	4.9%	-	-	-	-	-	610,149	627,799	658,632	30,833	4.9%
Business Planning & Corporate Initiatives	1,801,340	2,236,265	2,636,969	400,705	17.9%	(911)	-	-	-	-	1,800,429	2,236,265	2,636,969	400,705	17.9%
Human Resources	5,929,629	6,127,124	6,323,160	196,036	3.2%	(1,741,179)	(1,800,310)	(1,829,825)	(29,515)	1.6%	4,188,449	4,326,814	4,493,335	166,521	3.8%
Total Office of the CAO	15,731,476	16,556,542	17,548,942	992,400	6.0%	(1,952,820)	(2,053,849)	(2,083,364)	(29,515)	1.4%	13,778,656	14,502,693	15,465,578	962,885	6.6%
Office of the Chair & Regional Council															
Office of the Chair	273,592	276,260	281,386	5,126	1.9%	-	-	-	-	-	273,592	276,260	281,386	5,126	1.9%
Regional Council	1,314,420	1,370,300	1,601,250	230,950	16.9%	-	-	(51,750)	(51,750)	-	1,314,420	1,370,300	1,549,500	179,200	13.1%
Total Office of the Chair & Regional Council	1,588,012	1,646,560	1,882,636	236,076	14.3%	-	-	(51,750)	(51,750)	-	1,588,012	1,646,560	1,830,886	184,326	11.2%
Total Corporate Administration	\$ 72,457,396	\$ 74,621,092	\$ 78,968,769	\$ 4,347,677	5.8%	\$ (25,122,278)	\$ (25,289,162)	\$ (26,739,452)	\$ (1,450,290)	5.7%	\$ 47,335,119	\$ 49,331,929	\$ 52,229,316	\$ 2,805,622	5.7%

Gross Expenditures & Revenues by Program

This table sets out the total direct costs, other expenditures, capital expenditures, which total gross expenditures, revenues and net program impact.

Gross Expenditures & Revenues By Program														
	Total Direct Costs					Other Expenditures					Capital Expenditures			
	2017 Actuals	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved		2017 Actuals	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved		2017 Actuals	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved
Tax Supported Services														
Health Department														
Public Health Resources	\$ 4,047,629	\$ 4,472,553	\$ 4,582,975	\$ 110,422	2.5%	\$ 756,737	\$ 857,475	\$ 880,170	\$ 22,695	2.6%	\$ -	\$ -	\$ -	\$ -
Healthy Environments & Communicable Disease	8,416,813	8,344,254	8,613,162	268,908	3.2%	2,902,786	2,708,549	2,765,777	57,228	2.1%	195,000	195,000	-	(195,000) -100.0%
Healthy Families	9,798,725	10,460,314	10,685,686	225,372	2.2%	3,300,425	3,200,403	3,211,311	10,908	0.3%	-	-	-	-
Clinical Health Services	9,015,045	8,925,710	6,366,630	(2,559,080)	-28.7%	2,119,709	2,494,064	2,162,933	(331,131)	-13.3%	7,000	9,666	29,666	20,000 206.9%
Total Public Health	31,278,212	32,202,831	30,248,453	(1,954,378)	-6.1%	9,079,656	9,260,491	9,020,191	(240,300)	-2.6%	202,000	204,666	29,666	(175,000) -85.5%
Paramedic Services	28,107,321	30,664,423	32,299,750	1,635,327	5.3%	4,651,061	4,985,402	5,269,805	284,403	5.7%	2,996,715	3,383,700	3,302,700	(81,000) -2.4%
Total Health	59,385,533	62,867,254	62,548,203	(319,051)	-0.5%	13,730,718	14,245,893	14,289,996	44,103	0.3%	3,198,715	3,588,366	3,332,366	(256,000) -7.1%
Social & Community Services														
Children's Services	56,195,884	70,036,559	69,449,551	(587,008)	-0.8%	2,698,205	2,820,719	2,932,166	111,447	4.0%	50,000	50,000	50,000	- 0.0%
Employment & Social Services	28,589,364	28,985,782	30,109,744	1,123,962	3.9%	2,727,520	2,481,346	2,508,563	27,217	1.1%	-	-	-	-
Housing Services	43,565,780	42,450,338	42,691,121	240,783	0.6%	6,992,348	5,204,398	1,689,911	(3,514,487)	-67.5%	7,800,000	7,800,000	7,800,000	- 0.0%
Quality & Service Integration	4,958,841	5,741,521	6,347,881	606,360	10.6%	901,560	851,696	895,435	43,739	5.1%	-	-	-	-
Services for Seniors	54,759,274	54,499,216	55,983,776	1,484,560	2.7%	10,277,399	10,546,210	10,922,552	376,342	3.6%	2,381,323	2,381,323	2,082,123	(299,200) -12.6%
Total Social & Community Services	188,069,142	201,713,416	204,582,073	2,868,657	1.4%	23,597,032	21,904,369	18,948,627	(2,955,742)	-13.5%	10,231,323	10,231,323	9,932,123	(299,200) -2.9%
Legislative & Planning Services														
Planning Services	5,600,757	6,702,465	7,084,187	381,722	5.7%	2,982,399	3,121,290	3,402,387	281,098	9.0%	2,829,100	3,434,391	3,379,305	(55,086) -1.6%
Asset Management	16,391,329	16,775,312	17,570,591	795,280	4.7%	(17,442,607)	(18,445,421)	(19,165,372)	(719,951)	3.9%	3,843,963	4,145,163	4,119,139	(26,024) -0.6%
Economic Development	2,341,087	2,918,630	2,872,810	(45,820)	-1.6%	1,119,004	1,111,774	1,133,353	21,579	1.9%	-	-	-	-
Legal Services	6,496,697	6,826,027	7,054,237	228,209	3.3%	(6,395,305)	(6,587,762)	(6,818,769)	(231,006)	3.5%	-	-	-	-
Total Legislative & Planning Services	30,829,871	33,222,434	34,581,825	1,359,391	4.1%	(19,736,510)	(20,800,120)	(21,448,400)	(648,281)	3.1%	6,673,063	7,579,554	7,498,444	(81,110) -1.1%
Public Works														
Road Operations	21,032,366	15,432,095	16,140,944	708,849	4.6%	3,054,416	3,145,471	3,200,161	54,690	1.7%	27,617,200	34,794,484	36,068,191	1,273,707 3.7%
Waste Management	36,822,548	37,363,720	38,374,057	1,010,337	2.7%	6,351,008	4,884,579	4,950,370	65,791	1.3%	6,795,190	6,950,179	6,907,005	(43,174) -0.6%
Total Public Works	57,854,914	52,795,815	54,515,001	1,719,186	3.3%	9,405,424	8,030,050	8,150,531	120,481	1.5%	34,412,390	41,744,663	42,975,196	1,230,533 2.9%
Finance														
Budget & Tax Policy	2,230,764	2,650,459	2,855,808	205,349	7.7%	(2,346,205)	(2,650,459)	(2,855,808)	(205,349)	7.7%	-	-	-	-
Capital Development & Financing	2,362,114	2,614,711	2,659,087	44,376	1.7%	(1,975,422)	(2,030,111)	(2,074,487)	(44,376)	2.2%	-	-	-	-
Financial Services & Payroll	3,396,080	3,444,311	3,711,575	267,264	7.8%	(3,275,998)	(3,326,061)	(3,588,325)	(262,264)	7.9%	-	-	-	-
Purchasing Services & Stores	2,333,397	2,464,180	2,860,372	396,191	16.1%	(2,298,478)	(2,424,580)	(2,825,772)	(401,191)	16.5%	-	-	-	-
Information Technology	11,607,953	12,619,303	13,422,804	803,501	6.4%	(14,217,424)	(15,468,812)	(16,492,825)	(1,024,013)	6.6%	2,928,743	3,088,309	3,308,821	220,512 7.1%
Total Finance	\$ 21,930,308	\$ 23,792,964	\$ 25,509,645	\$ 1,716,681	7.2%	\$(24,113,526)	\$(25,900,023)	\$(27,837,216)	\$ (1,937,193)	7.5%	\$ 2,928,743	\$ 3,088,309	\$ 3,308,821	\$ 220,512 7.1%

Gross Expenditures & Revenues By Program

	Total Direct Costs				Other Expenditures				Capital Expenditures			
	2017 Actuals	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved	2017 Actuals	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved	2017 Actuals	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved
Office of the CAO												
Policy Integration & Communications	\$ 6,654,301	\$ 7,514,387	\$ 7,866,359	\$ 351,972 4.7%	\$ (7,311,914)	\$ (7,496,218)	\$ (7,848,190)	\$ (351,972) 4.7%	\$ -	\$ -	\$ -	\$ -
Internal Audit	560,366	623,533	653,229	29,696 4.8%	(608,219)	(623,533)	(653,229)	(29,696) 4.8%	-	-	-	-
Business Planning & Corporate Initiatives	1,504,809	2,203,107	2,607,431	404,324 18.4%	(1,755,989)	(2,203,107)	(2,607,431)	(404,324) 18.4%	-	-	-	-
Human Resources	5,327,726	6,017,908	6,191,574	173,666 2.9%	(5,794,574)	(6,017,908)	(6,191,574)	(173,666) 2.9%	-	-	-	-
Total Office of the CAO	14,047,202	16,358,934	17,318,593	959,659 5.9%	(15,470,697)	(16,340,765)	(17,300,424)	(959,659) 5.9%	-	-	-	-
Office of the Chair & Regional Council												
Office of the Chair	238,456	268,150	272,141	3,991 1.5%	(264,216)	(268,150)	(272,141)	(3,991) 1.5%	-	-	-	-
Regional Council	1,294,976	1,370,300	1,601,250	230,950 16.9%	(1,312,422)	(1,370,300)	(1,601,250)	(230,950) 16.9%	-	-	-	-
Total Office of the Chair & Regional Council	1,533,432	1,638,450	1,873,391	234,941 14.3%	(1,576,638)	(1,638,450)	(1,873,391)	(234,941) 14.3%	-	-	-	-
Boards & Agencies												
Conservation Authorities	9,262,610	9,664,796	10,084,218	419,422 4.3%	-	-	-	-	-	-	-	-
Royal Botanical Gardens	759,930	771,329	786,756	15,427 2.0%	-	-	-	-	-	-	-	-
North Halton Mental Health Clinic	-	-	1,040,000	1,040,000	-	-	173,900	173,900	-	-	-	-
Total Boards & Agencies	10,022,540	10,436,125	11,910,974	1,474,849 14.1%	-	-	173,900	173,900	-	-	-	-
Halton Regional Police Services												
Halton Region Police Services	144,261,678	152,325,463	157,545,590	5,220,127 3.4%	5,012,955	1,586,002	1,675,461	89,459 5.6%	6,950,102	7,255,740	7,536,257	280,517 3.9%
Halton Region Police Services	144,261,678	152,325,463	157,545,590	5,220,127 3.4%	5,012,955	1,586,002	1,675,461	89,459 5.6%	6,950,102	7,255,740	7,536,257	280,517 3.9%
Non-Program Items & Financial Transactions												
Net Interest Earnings	14,186	-	-	-	50,290,725	43,632,200	43,632,200	- 0.0%	-	-	-	-
Supplementary Tax Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Provincial Offences Act	-	-	-	-	-	-	-	-	-	-	-	-
Payments-in-Lieu of Taxes	-	-	-	-	-	-	-	-	-	-	-	-
Right-of-Way Taxes	-	-	-	-	-	-	-	-	-	-	-	-
Tax Write-Off Provision	6,645,387	4,295,000	4,700,000	405,000 9.4%	-	-	-	-	-	-	-	-
Tax Policy Expenditures	1,172,270	1,048,000	548,000	(500,000) -47.7%	-	-	-	-	-	-	-	-
Assessment Services	8,945,423	9,134,400	9,601,600	467,200 5.1%	-	-	-	-	-	-	-	-
General Expenditures	1,402,664	4,146,000	4,446,000	300,000 7.2%	21,285,506	6,419,500	7,627,133	1,207,633 18.8%	15,804,084	22,767,455	24,102,584	1,335,129 5.9%
Total Non-Program Items & Financial Transactions	18,179,930	18,623,400	19,295,600	672,200 3.6%	71,576,231	50,051,700	51,259,333	1,207,633 2.4%	15,804,084	22,767,455	24,102,584	1,335,129 5.9%
Net Regional Tax Levy	\$ 546,114,549	\$ 573,774,255	\$ 589,680,895	\$ 15,906,640 2.8%	\$ 62,424,989	\$ 31,138,656	\$ 26,038,417	\$ (5,100,239) -16.4%	\$ 80,198,419	\$ 96,255,410	\$ 98,685,791	\$ 2,430,381 2.5%

Gross Expenditures & Revenues By Program															
	Total Gross Expenditures				Total Revenue				Net Program Expenditures						
	2017 Actuals	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved	2017 Actuals	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved	2017 Actuals	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved			
Tax Supported Services															
Health Department															
Public Health Resources	\$ 4,804,366	\$ 5,330,028	\$ 5,463,145	\$ 133,117	2.5%	\$ (2,712,059)	\$ (2,939,165)	\$ (3,027,837)	\$ (88,672)	3.0%	\$ 2,092,307	\$ 2,390,863	\$ 2,435,308	\$ 44,445	1.9%
Healthy Environments & Communicable Disease	11,514,599	11,247,803	11,378,939	131,136	1.2%	(7,132,078)	(6,672,428)	(6,834,885)	(162,457)	2.4%	4,382,521	4,575,375	4,544,054	(31,321)	-0.7%
Healthy Families	13,099,150	13,660,717	13,896,997	236,280	1.7%	(7,836,173)	(7,783,880)	(7,851,141)	(67,261)	0.9%	5,262,977	5,876,837	6,045,856	169,019	2.9%
Clinical Health Services	11,141,754	11,429,440	8,559,229	(2,870,211)	-25.1%	(6,841,753)	(6,975,905)	(5,338,001)	1,637,904	-23.5%	4,300,001	4,453,535	3,221,228	(1,232,307)	-27.7%
Total Public Health	40,559,868	41,667,988	39,298,310	(2,369,678)	-5.7%	(24,522,063)	(24,371,378)	(23,051,864)	1,319,514	-5.4%	16,037,805	17,296,610	16,246,446	(1,050,164)	-6.1%
Paramedic Services	35,755,097	39,033,525	40,872,255	1,838,730	4.7%	(16,748,063)	(18,596,762)	(19,538,175)	(941,413)	5.1%	19,007,034	20,436,763	21,334,080	897,317	4.4%
Total Health	76,314,965	80,701,513	80,170,565	(530,948)	-0.7%	(41,270,126)	(42,968,140)	(42,590,039)	378,101	-0.9%	35,044,840	37,733,373	37,580,526	(152,847)	-0.4%
Social & Community Services															
Children's Services	58,944,089	72,907,278	72,431,717	(475,561)	-0.7%	(48,102,168)	(62,664,184)	(62,037,000)	627,184	-1.0%	10,841,921	10,243,094	10,394,717	151,623	1.5%
Employment & Social Services	31,316,883	31,467,128	32,618,307	1,151,179	3.7%	(24,958,796)	(24,927,264)	(25,981,256)	(1,053,992)	4.2%	6,358,088	6,539,864	6,637,051	97,187	1.5%
Housing Services	58,358,128	55,454,736	52,181,032	(3,273,704)	-5.9%	(21,299,347)	(19,524,937)	(16,124,516)	3,400,422	-17.4%	37,058,781	35,929,798	36,056,516	126,718	0.4%
Quality & Service Integration	5,860,401	6,593,217	7,243,316	650,099	9.9%	(1,117)	-	(221,860)	(221,860)		5,859,284	6,593,217	7,021,456	428,239	6.5%
Services for Seniors	67,417,996	67,426,749	68,988,451	1,561,702	2.3%	(48,869,534)	(49,259,513)	(50,757,300)	(1,497,787)	3.0%	18,548,462	18,167,236	18,231,151	63,915	0.4%
Total Social & Community Services	221,897,497	233,849,108	233,462,823	(386,285)	-0.2%	(143,230,962)	(156,375,898)	(155,121,932)	1,253,967	-0.8%	78,666,535	77,473,209	78,340,891	867,682	1.1%
Legislative & Planning Services															
Planning Services	11,412,256	13,258,146	13,865,879	607,734	4.6%	(1,149,313)	(1,170,619)	(1,029,264)	141,355	-12.1%	10,262,942	12,087,527	12,836,615	749,089	6.2%
Asset Management	2,792,685	2,475,054	2,524,359	49,305	2.0%	(2,528,183)	(2,475,054)	(2,524,359)	(49,305)	2.0%	264,502	-	-	-	-
Economic Development	3,460,091	4,030,404	4,006,163	(24,241)	-0.6%	(277,820)	(301,366)	(169,630)	131,736	-43.7%	3,182,271	3,729,038	3,836,533	107,495	2.9%
Legal Services	101,392	238,265	235,468	(2,797)	-1.2%	(411,731)	(238,265)	(235,468)	2,797	-1.2%	(310,339)	-	-	-	-
Total Legislative & Planning Services	17,766,423	20,001,869	20,631,869	630,000	3.1%	(4,367,047)	(4,185,304)	(3,958,721)	226,583	-5.4%	13,399,376	15,816,565	16,673,148	856,584	5.4%
Public Works															
Road Operations	51,703,982	53,372,050	55,409,296	2,037,246	3.8%	(671,100)	(370,700)	(371,420)	(720)	0.2%	51,032,882	53,001,350	55,037,875	2,036,526	3.8%
Waste Management	49,968,746	49,198,478	50,231,432	1,032,954	2.1%	(8,564,923)	(7,087,882)	(7,227,979)	(140,097)	2.0%	41,403,823	42,110,596	43,003,453	892,857	2.1%
Total Public Works	101,672,728	102,570,528	105,640,728	3,070,200	3.0%	(9,236,023)	(7,458,582)	(7,599,399)	(140,817)	1.9%	92,436,705	95,111,946	98,041,328	2,929,383	3.1%
Finance															
Budget & Tax Policy	(115,441)	-	-	-	-	-	-	-	-	-	(115,441)	-	-	-	-
Capital Development & Financing	386,693	584,600	584,600	-	0.0%	(319,386)	(584,600)	(584,600)	-	0.0%	67,307	-	-	-	-
Financial Services & Payroll	120,082	118,250	123,250	5,000	4.2%	(152,835)	(118,250)	(123,250)	(5,000)	4.2%	(32,753)	-	-	-	-100.0%
Purchasing Services & Stores	34,919	39,600	34,600	(5,000)	-12.6%	(79,831)	(39,600)	(34,600)	5,000	-12.6%	(44,913)	-	-	-	-
Information Technology	319,272	238,800	238,800	-	0.0%	(231,499)	(238,800)	(238,800)	-	0.0%	87,774	-	-	-	-
Total Finance	\$ 745,525	\$ 981,250	\$ 981,250	\$ 0	0.0%	\$ (783,551)	\$ (981,250)	\$ (981,250)	\$ -	0.0%	\$ (38,026)	\$ -	\$ -	\$ -	-100.0%

Gross Expenditures & Revenues By Program													
	Total Gross Expenditures				Total Revenue				Net Program Expenditures				
	2017 Actuals	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved	2017 Actuals	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved	2017 Actuals	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved	
Office of the CAO													
Policy Integration & Communications	\$ (657,613)	\$ 18,169	\$ 18,169	\$ - 0.0%	\$ (3,239)	\$ (18,169)	\$ (18,169)	\$ - 0.0%	\$ (660,853)	\$ -	\$ -	\$ -	\$ -
Internal Audit	(47,853)	-	-	-	-	-	-	-	(47,853)	-	-	-	-
Business Planning & Corporate Initiatives	(251,180)	-	-	-	(547)	-	-	-	(251,727)	-	-	-	-
Human Resources	(466,848)	-	-	-	-	-	-	-	(466,848)	-	-	-	-
Total Office of the CAO	(1,423,495)	18,169	18,169	- 0.0%	(3,787)	(18,169)	(18,169)	- 0.0%	(1,427,281)	-	-	-	-
Office of the Chair & Regional Council													
Office of the Chair	(25,760)	-	-	-	-	-	-	-	(25,760)	-	-	-	-
Regional Council	(17,446)	-	-	-	-	-	-	-	(17,446)	-	-	-	-
Total Office of the Chair & Regional Council	(43,206)	-	-	-	-	-	-	-	(43,206)	-	-	-	-
Boards & Agencies													
Conservation Authorities	9,262,610	9,664,796	10,084,218	419,422 4.3%	-	-	-	-	9,262,610	9,664,796	10,084,218	419,422 4.3%	4.3%
Royal Botanical Gardens	759,930	771,329	786,756	15,427 2.0%	-	-	-	-	759,930	771,329	786,756	15,427 2.0%	2.0%
North Halton Mental Health Clinic	-	-	1,213,900	1,213,900	-	-	-	-	-	-	1,213,900	1,213,900	-
Total Boards & Agencies	10,022,540	10,436,125	12,084,874	1,648,749 15.8%	-	-	-	-	10,022,540	10,436,125	12,084,874	1,648,749 15.8%	15.8%
Halton Regional Police Services													
Halton Region Police Services	156,224,735	161,167,205	166,757,308	5,590,103 3.5%	(11,284,705)	(11,096,396)	(11,374,022)	(277,626) 2.5%	144,940,030	150,070,809	155,383,287	5,312,477 3.5%	3.5%
Halton Region Police Services	156,224,735	161,167,205	166,757,308	5,590,103 3.5%	(11,284,705)	(11,096,396)	(11,374,022)	(277,626) 2.5%	144,940,030	150,070,809	155,383,287	5,312,477 3.5%	3.5%
Non-Program Items & Financial Transactions													
Net Interest Earnings	50,304,911	43,632,200	43,632,200	- 0.0%	(58,055,711)	(51,383,000)	(51,383,000)	- 0.0%	(7,750,800)	(7,750,800)	(7,750,800)	- 0.0%	0.0%
Supplementary Tax Revenue	-	-	-	-	(7,793,003)	(7,000,000)	(6,500,000)	500,000 -7.1%	(7,793,003)	(7,000,000)	(6,500,000)	500,000 -7.1%	-7.1%
Provincial Offences Act	-	-	-	-	(1,941,297)	(1,934,400)	(2,327,852)	(393,452) 20.3%	(1,941,297)	(1,934,400)	(2,327,852)	(393,452) 20.3%	20.3%
Payments-in-Lieu of Taxes	-	-	-	-	(3,276,978)	(2,800,000)	(2,800,000)	- 0.0%	(3,276,978)	(2,800,000)	(2,800,000)	- 0.0%	0.0%
Right-of-Way Taxes	-	-	-	-	(1,162,701)	(1,250,000)	(1,250,000)	- 0.0%	(1,162,701)	(1,250,000)	(1,250,000)	- 0.0%	0.0%
Tax Write-Off Provision	6,645,387	4,295,000	4,700,000	405,000 9.4%	-	-	-	-	6,645,387	4,295,000	4,700,000	405,000 9.4%	9.4%
Tax Policy Expenditures	1,172,270	1,048,000	548,000	(500,000) -47.7%	-	-	-	-	1,172,270	1,048,000	548,000	(500,000) -47.7%	-47.7%
Assessment Services	8,945,423	9,134,400	9,601,600	467,200 5.1%	-	-	-	-	8,945,423	9,134,400	9,601,600	467,200 5.1%	5.1%
General Expenditures	38,492,254	33,332,955	36,175,717	2,842,762 8.5%	(14,084,128)	(6,577,556)	(7,232,285)	(654,729) 10.0%	24,408,127	26,755,399	28,943,432	2,188,033 8.2%	8.2%
Total Non-Program Items & Financial Transactions	105,560,245	91,442,555	94,657,517	3,214,962 3.5%	(86,313,817)	(70,944,956)	(71,493,137)	(548,181) 0.8%	19,246,427	20,497,599	23,164,380	2,666,781 13.0%	13.0%
Net Regional Tax Levy	\$ 688,737,958	\$ 701,168,321	\$ 714,405,103	\$ 13,236,783 1.9%	\$ (296,490,018)	\$ (294,028,695)	\$ (293,136,669)	\$ 892,026 -0.3%	\$ 392,247,940	\$ 407,139,627	\$ 421,268,435	\$ 14,128,808 3.5%	3.5%

Rate Supported Budget Summary

Regional Water & Wastewater Services											
	2016	2017	2018		2019			Change in Budget			
Rate Supported Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2019 Base to 2018 Approved		2019 Requested to 2018 Approved	
Treatment	\$ 68,134,743	\$ 65,367,552	\$ 67,525,821	\$ 65,709,520	\$ 68,908,276	\$ 57,450	\$ 68,965,726	\$ 1,382,455	2.0%	\$ 1,439,905	2.1%
System Services	51,326,858	51,031,086	48,882,405	48,326,405	50,695,428	57,450	50,752,878	1,813,023	3.7%	1,870,473	3.8%
Infrastructure Planning & Policy	3,772,034	3,202,624	3,182,175	2,996,175	3,316,949	-	3,316,949	134,774	4.2%	134,774	4.2%
Engineering & Construction	9,368,402	10,017,172	12,177,968	10,972,622	12,739,687	373,175	13,112,862	561,719	4.6%	934,894	7.7%
Public Works Administration	471,441	474,379	438,300	384,436	446,366	-	446,366	8,066	1.8%	8,066	1.8%
Recoveries from Capital Projects	(13,858,665)	(14,071,665)	(18,368,637)	(17,110,626)	(19,516,340)	(373,175)	(19,889,515)	(1,147,703)	6.2%	(1,520,878)	8.3%
Gross Operating Expenditures	\$ 119,214,813	\$ 116,021,148	113,838,032	111,278,532	116,590,366	114,900	116,705,266	2,752,334	2.4%	2,867,234	2.5%
Capital Expenses											
Debt Charges	36,200,094	33,061,399	27,650,294	27,650,294	25,606,357	-	25,606,357	(2,043,937)	-7.4%	(2,043,937)	-7.4%
Transfers to Reserve	48,526,789	55,657,002	72,153,667	72,153,667	79,900,980	-	79,900,980	7,747,313	10.7%	7,747,313	10.7%
Transfers to Vehicle Reserve	1,303,500	1,386,100	1,420,800	1,420,800	1,456,300	-	1,456,300	35,500	2.5%	35,500	2.5%
Transfers to Gas Tax Reserve	9,482,000	9,482,000	9,482,000	9,482,000	9,482,000	-	9,482,000	-	0.0%	-	0.0%
Transfers from Reserve	(9,610,207)	(9,552,017)	(9,906,002)	(9,906,002)	(9,903,668)	-	(9,903,668)	2,334	0.0%	2,334	0.0%
Capital Expenditures	85,902,176	90,034,484	100,800,759	100,800,759	106,541,969	-	106,541,969	5,741,210	5.7%	5,741,210	5.7%
Total Gross Expenditures	\$ 205,116,989	\$ 206,055,632	214,638,791	212,079,291	223,132,335	114,900	223,247,235	8,493,544	4.0%	8,608,444	4.0%
Subsidy Revenue	(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	(796,363)	(734,364)	(720,780)	(720,780)	(748,900)	-	(748,900)	(28,120)	3.9%	(28,120)	3.9%
Fees for Service	(4,394,896)	(4,029,973)	(2,600,747)	(2,601,247)	(2,645,640)	-	(2,645,640)	(44,893)	1.7%	(44,893)	1.7%
Sewer Discharge Agreements	(1,108,138)	(1,151,635)	(1,100,800)	(1,100,800)	(1,122,800)	-	(1,122,800)	(22,000)	2.0%	(22,000)	2.0%
Interest Earnings	(3,617,000)	(3,617,000)	(3,617,000)	(3,617,000)	(3,617,000)	-	(3,617,000)	-	0.0%	-	0.0%
Total Revenue	(19,398,398)	(19,014,973)	(17,521,327)	(17,521,827)	(17,616,340)	-	(17,616,340)	(95,013)	0.5%	(95,013)	0.5%
Net Program Impact	\$ 185,718,591	\$ 187,040,659	\$ 197,117,464	\$ 194,557,464	\$ 205,515,995	\$ 114,900	\$ 205,630,895	\$ 8,398,531	4.3%	\$ 8,513,431	4.3%
Growth Impact:											
Consumption Growth (0.0%)										-	0.0%
Customer Growth (1.5%)										(1,304,747)	-0.7%
Net Increase Requirement										\$ 7,208,684	3.7%

Gross Expenditures & Revenue by Program

	Total Direct Costs					Other Expenditures					Capital Expenditures				
	2017 Actual	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved		2017 Actual	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved		2017 Actual	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved	
Treatment	\$ 52,802,935	\$ 57,451,510	\$ 57,864,561	\$ 413,051	0.7%	\$ 10,988,034	\$ 7,260,276	\$ 7,820,136	\$ 559,860	7.7%	\$ -	\$ -	\$ -	\$ -	0.0%
System Services	36,016,476	37,485,851	38,576,921	1,091,070	2.9%	14,977,074	10,447,911	11,227,314	779,403	7.5%	-	-	-	-	0.0%
Infrastructure Planning & Policy	5,091,211	5,989,549	6,162,754	173,205	2.9%	(4,305,044)	(5,200,365)	(5,357,786)	(157,421)	3.0%	-	-	-	-	0.0%
Engineering & Construction	7,529,507	9,601,105	10,338,033	736,928	7.7%	(7,529,425)	(9,601,104)	(10,338,033)	(736,929)	7.7%	-	-	-	-	0.0%
Public Works Administration	4,500,112	4,961,527	5,163,870	202,343	4.1%	(4,049,733)	(4,558,227)	(4,752,504)	(194,277)	4.3%	-	-	-	-	0.0%
Capital Financing	-	-	-	-	0.0%	-	-	-	-	0.0%	90,034,484	100,800,759	106,541,969	5,741,210	5.7%
Total Water & Wastewater Systems	105,940,242	115,489,542	118,106,139	2,616,598	2.3%	10,080,906	(1,651,509)	(1,400,873)	250,636	-15.2%	90,034,484	100,800,759	106,541,969	5,741,210	5.7%
Water & Wastewater Rate Revenues															
Bulk Water Charges	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Gas Tax Revenues	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Fees for Service	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Sewer Discharge Agreements	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Interest Earnings	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Total Rate Revenues	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Total Rate Impact	\$ 105,940,242	\$ 115,489,542	\$ 118,106,139	\$ 2,616,598	2.3%	\$ 10,080,906	\$ (1,651,509)	\$ (1,400,873)	\$ 250,636	-15.2%	\$ 90,034,484	\$ 100,800,759	\$ 106,541,969	\$ 5,741,210	5.7%

Gross Expenditures & Revenue by Program

	Total Gross Expenditures					Total Revenue					Net Program Expenditures				
	2017 Actual	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved		2017 Actual	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved		2017 Actual	2018 Approved Budget	2019 Requested Budget	Change in Budget 2019 Requested to 2018 Approved	
Treatment	\$ 63,790,969	\$ 64,711,785	\$ 65,684,697	\$ 972,912	1.5%	\$ -	\$ -	\$ -	\$ -	0.0%	\$ 63,790,969	\$ 64,711,785	\$ 65,684,697	\$ 972,912	1.5%
System Services	50,993,551	47,933,762	49,804,235	1,870,473	3.9%	-	-	-	-	0.0%	50,993,551	47,933,762	49,804,235	1,870,473	3.9%
Infrastructure Planning & Policy	786,167	789,184	804,968	15,784	2.0%	-	-	-	-	0.0%	786,167	789,184	804,968	15,784	2.0%
Engineering & Construction	82	-	-	-	0.0%	-	-	-	-	0.0%	82	-	-	-	0.0%
Public Works Administration	450,379	403,300	411,366	8,066	2.0%	-	-	-	-	0.0%	450,379	403,300	411,366	8,066	2.0%
Capital Financing	90,034,484	100,800,759	106,541,969	5,741,210	5.7%	-	-	-	-	0.0%	90,034,484	100,800,759	106,541,969	5,741,210	5.7%
Total Water & Wastewater Systems	206,055,632	214,638,790	223,247,235	8,608,445	4.0%	-	-	-	-	0.0%	206,055,632	214,638,790	223,247,235	8,608,445	4.0%
Water & Wastewater Rate Revenues															
Subsidy Revenue	-	-	-	-	0.0%	(9,482,000)	(9,482,000)	(9,482,000)	-	0.0%	(9,482,000)	(9,482,000)	(9,482,000)	-	0.0%
Bulk Water Charges	-	-	-	-	0.0%	(734,364)	(720,780)	(748,900)	(28,120)	3.9%	(734,364)	(720,780)	(748,900)	(28,120)	3.9%
Fees for Service	-	-	-	-	0.0%	(4,029,973)	(2,600,747)	(2,645,640)	(44,893)	1.7%	(4,029,973)	(2,600,747)	(2,645,640)	(44,893)	1.7%
Sewer Discharge Agreements	-	-	-	-	0.0%	(1,151,635)	(1,100,800)	(1,122,800)	(22,000)	2.0%	(1,151,635)	(1,100,800)	(1,122,800)	(22,000)	2.0%
Interest Earnings	-	-	-	-	0.0%	(3,617,000)	(3,617,000)	(3,617,000)	-	0.0%	(3,617,000)	(3,617,000)	(3,617,000)	-	0.0%
Total Rate Revenues	-	-	-	-	0.0%	(19,014,973)	(17,521,327)	(17,616,340)	(95,013)	0.5%	(19,014,973)	(17,521,327)	(17,616,340)	(95,013)	0.5%
Total Rate Impact	\$ 206,055,632	\$ 214,638,790	\$ 223,247,235	\$ 8,608,445	4.0%	\$ (19,014,973)	\$ (17,521,327)	\$ (17,616,340)	\$ (95,013)	0.5%	\$ 187,040,659	\$ 197,117,464	\$ 205,630,895	\$ 8,513,431	4.3%

HALTON REGION

Budget and Business Plan 2019

Community Profile



Welcome to Halton

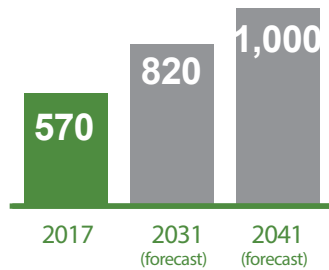
Halton is a great place to live, work, raise a family and retire.

Our community features everything from parks, farms and small-town charm to the amenities, shops and attractions of major urban centres. With Toronto to the east, Hamilton to the west and Lake Ontario to the south, the region is close to major cities, world-class educational institutions and markets in Canada and the United States. Halton offers countless opportunities for recreation and business alike, and is accessible via three airports, a rail network, highways, local roads and public transit.

Residents of Burlington, Halton Hills, Milton and Oakville enjoy a high quality of life supported by cost-effective government programs and services. To learn more about Halton Region, please visit halton.ca.

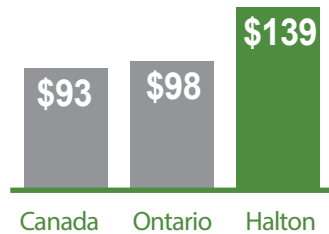


POPULATION GROWTH²
(thousands)



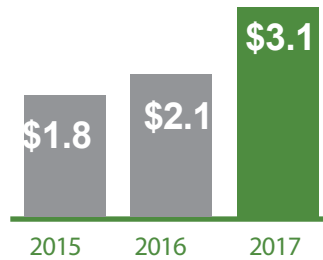
Halton Region is a growing community. To meet the requirements of the Provincial *Places to Grow Act, Growth Plan for the Greater Golden Horseshoe (2017)*, Halton is expected to grow to 1 million people by 2041².

AVERAGE HOUSEHOLD INCOME³
(thousands)



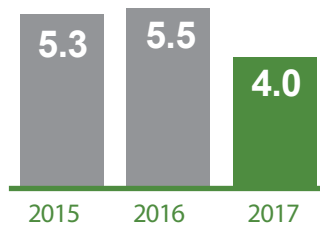
Halton Region residents have a higher average household income than residents in the rest of the province. Residents are also well-educated, and 75 per cent of adults have some level of post secondary education³.

TOTAL CONSTRUCTION VALUE⁵
(billions)



Over the past three years, Halton's average annual growth in total development activity was 31 per cent⁵.

UNEMPLOYMENT RATE⁶
(per cent)



In 2017, the unemployment rate in Halton averaged 4 per cent, significantly lower than the averages provincially and nationally⁶.

569,787

2017 POPULATION¹

211,260

NUMBER OF HOUSEHOLDS IN 2017¹

13,413

NUMBER OF BUSINESSES IN 2017⁴

4%

HALTON UNEMPLOYMENT RATE IN 2017⁶

70.3%

HALTON LABOUR FORCE PARTICIPATION RATE IN 2017⁶

231,576

JOBS IN HALTON IN 2017⁴

- 1 Halton Region Best Planning Estimates, June 2011 (forecasted)
- 2 Provincial *Places to Grow Act, Growth Plan for the Greater Golden Horseshoe (2017)*
- 3 Statistics Canada Census 2016
- 4 Halton Region 2017 Employment Survey (LPS63-18)
- 5 Statistics Canada, Building Permits Survey, February 2018 (Publication 64-001-XWF) (LPS29-18 – Economic Development – Economic Review 2017)
- 6 Statistics Canada, Labour Force Survey Estimates (custom tabulation, three-month moving average, unadjusted), (LPS29-18 Economic Development – Economic Review 2017)

Halton's Heritage

Founded in 1816, our community was originally named Halton County after William Halton, secretary to Francis Gore, who served intermittently as Lieutenant Governor of Upper Canada from 1806 to 1816. When the County established its own governing council in 1853, it included the Nelson, Trafalgar, Esquesing and Nassageya Townships.

The County began to transition from lumber and wheat production to industrial manufacturing by the 1900s. The P. L. Robertson Company, maker of the Robertson screw, became one of Milton's top employers, and dairy and fruit farms started

up in response to demand from nearby urban centres. The Oakville Ford Plant, constructed in 1952, created 5,000 jobs and has served as a major industrial employer ever since.

Government reforms in the late 1960s led to a reorganization at the local level. In 1974, Halton County was incorporated and reorganized into the Regional Municipality of Halton with four restructured municipalities: the City of Burlington, Town of Halton Hills, Town of Milton and Town of Oakville.



Left to Right: 1) "The Crooked Elm", which grew beside Highway 25 just north of Milton. It was removed during highway improvements in 1963. 2) Bruce Street School, established in 1875, photographed in 1973 prior to its demolition. The Milton Public library stands in its place today. 3) An early road grader smoothing paving for a road in the Township of Esquesing, circa 1925. 4) Road construction crew on a country road in Milton at the turn of the 20th century.

Education

Elementary and secondary schools

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

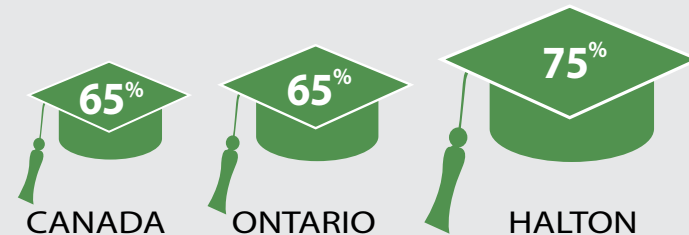
Post-secondary and continuing education

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



Post-secondary education

(Over age 25)¹



¹ Statistics Canada, Census 2016



Hospitals

Halton Region is home to four hospitals, one in each of Halton's four municipalities:

- **Georgetown Hospital**

In 2017, the Georgetown Hospital received funding from the Province to make important building improvements. These include upgrades to roofs, windows, heating and air conditioning systems, fire alarms and back-up generators that will help it meet local healthcare demands.

- **Milton District Hospital**

The Milton District Hospital recently opened a 330,000 sq. ft. expansion that focuses on providing patient-centred care to its growing community. The project, completed in fall 2017, more than tripled the size of the facility and doubled the number of inpatient beds.

- **Oakville Trafalgar Memorial Hospital**

The new, state-of-the-art Oakville Trafalgar Memorial Hospital offers a full range of health services, including maternal and childcare, critical care, emergency care, surgery, complex continuing care, rehabilitation, diagnostics, ambulatory care and a variety of support services.

- **Joseph Brant Hospital (Burlington)**

Joseph Brant's new seven-storey patient tower, completed in 2017, combines technology, open spaces and a calming environment to support patient health. The hospital's redevelopment and expansion continued in 2018, with renovations to previously existing sections of the facility.



Physician Engagement

Halton Region is dedicated to the health and well-being of all residents. Providing Halton doctors with valuable public health information is an important step towards reaching that goal. By collaborating with our Local Municipalities, hospitals, clinics and community representatives, as well as our local doctors, our Physician Engagement program supports physicians in caring for their patients, as well as helping to recruit (and retain) more than 290 new family doctors for Halton since 2003.

Regional Economy

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

Halton Region Small Business Centre

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

Halton Global Business Centre

The Halton Global Business Centre, in collaboration with partners such as the Haltech Regional Innovation Centre, provides information and client services on export development and scaling up business operations. Services include export counseling,

market support, workshops, information on government programs and funding and networking opportunities.

Insight and Investment Services

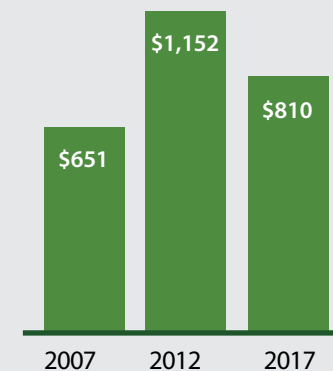
Halton's Economic Development team assists existing companies and those looking to invest in Halton. Services include providing data and insight into Halton's economy and demographics, industry and workforce analysis, liaising between government agencies, industry organizations and local businesses, investment and site selection assistance, coordination of site visits and tours, and business expansion and relocation assistance. This team also supports Toronto Global and its international investment attraction marketing activities.

Halton's Economic Development Strategy 2012-2021 identifies target sectors for business attraction and retention. The Region is currently focused on growing its advanced manufacturing/engineering, financial services and technology industry clusters. To learn more, visit halton.ca/business.

86%

of Halton based businesses anticipate steady or increased profits over the next 12 months¹.

INDUSTRIAL, COMMERCIAL AND INSTITUTIONAL DEVELOPMENT BUILDING PERMIT VALUE² (millions)



Since 2006, Halton Region's Industrial, Commercial and Institutional (ICI) sectors have seen annual average growth of 18 per cent.

¹ 2017 Halton Business Conditions Survey

² Statistics Canada, Building Permits Survey

Top 10 Private Sector Employers in Halton in 2017

(Based on number of employees)

Company Name	Location	Industry
Ford Motor Company of Canada Ltd.	Oakville	Automotive Assembly & Headquarters
Sofina Foods Inc.	Burlington	Food Processing
Gordon Food Service	Milton	Food Wholesale Distribution
Karmax Heavy Stamping (Magna)	Milton	Motor Vehicle Parts Manufacturing
Evertz Microsystems Ltd.	Burlington	Electronics Manufacturing
Siemens Canada Ltd.	Oakville	Engineering & Headquarters
UTC Aerospace Systems	Oakville	Aerospace Parts Manufacturing
Mold Masters Ltd.	Halton Hills	Machinery Manufacturing
Lowe's Distribution Centre	Milton	Building Supply Wholesale Distribution
L3 Wescam	Burlington	Electronics Manufacturing

Source: Halton Economic Development, Halton Employment Survey

Principal Corporate Taxpayers in 2017

Regional Tax Levy
(Dollars in Thousands)

Company Name	Location	Regional Taxes	Local Taxes	Education Taxes
Calloway REIT	Burlington, Halton Hills, Milton, Oakville	\$1,771	\$2,082	\$3,611
Canapen (Halton) Limited	Burlington	\$1,333	\$1,617	\$2,617
Homestead Land Holdings Limited	Burlington, Oakville	\$1,114	\$1,303	\$378
Riocan Holdings Inc.	Burlington, Halton Hills, Oakville	\$1,052	\$1,191	\$2,089
RK (Burlington Mall) Inc.	Burlington	\$872	\$1,057	\$1,711
Ford Motor Company Of Canada Ltd.	Oakville	\$841	\$923	\$1,625
Drewlo Holdings Inc.	Burlington	\$797	\$967	\$497
Union Gas Limited	Burlington, Halton Hills, Milton, Oakville	\$765	\$785	\$2,610
2121049 Ontario Limited	Oakville	\$727	\$797	\$1,453
Silgold Developments Inc.	Oakville	\$574	\$630	\$1,148

Source: Halton Tax Analysis Web Application Interface



HALTON REGION

Budget and Business Plan 2019

Policies & Procedures



Presentation of Halton Region's Financial Information

General guidelines

Halton Region prepares and presents financial statements in accordance with Generally Accepted Accounting Principles (GAAP) for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

Basis of accounting and financial reporting

Halton Region follows the full accrual basis of accounting and recognizes:

- revenues as they are earned; and
- expenditures as they are incurred and measured through the receipt of goods or services and a legal obligation to pay.

As required at year-end, revenues and expenses that have not yet been processed are recognized and then reversed in the following year when the transaction is processed. Effective January 1, 2009, Halton Region reports tangible capital assets on annual financial statements as required by Public Sector Accounting Standard 3150, Tangible Capital Assets.

Halton Region's Fund-Based budget is converted to full accrual basis accounting in the following way:

1. The Capital Fund is reported through the Tangible Capital Asset accounts in the Consolidated Statement of Financial Position.
2. Reserves and Reserve Funds are reflected in the Consolidated Statement of Financial Position as "Accumulated Surplus".
3. The Operating Fund is reflected in the Consolidated Statement of Operations (which is adjusted to reflect interest on debt only), the amortization expense, gain or loss on disposal of tangible capital assets, post-employment benefits and solid waste landfill closure and post-closure expenses.



Basis of budgeting

The operating budget includes annual expenditures for personnel costs, materials and supplies, purchased services, rent and financial expenses, debt charges, reserve transfers, subsidy revenue and program fees.

Halton Region's capital budget includes expenditures and financing sources to acquire, construct, upgrade and rehabilitate Regional capital assets such as Regional facilities, roads, bridges, paramedic stations, long-term care facilities and water and wastewater treatment plants, along with the water distribution and collection systems and waste management facilities. The capital budget is established on a project-by-project basis, where the costs usually span more than one fiscal year.

Regional Council approves the operating and capital budgets each year for the period of January 1 to December 31.

The *Municipal Act*, O. Reg. 284/09 requires municipalities to budget for amortization expenses, post-employment benefits, and solid waste landfill closure and post-closure expenses. If the municipality does not budget for these items, it must advise Council of these exclusions. Halton Region does not budget for these items; however, staff reports on how these expenses will be funded are presented to Council before Council adopts the annual budget.

Halton Region uses modified service-based budgeting, reflecting expenditures and revenues based on service delivery and responsibility. Halton applies the framework established by the Municipal Benchmarking Network Canada (MBNCanada) best practices in budgeting by allocating corporate support costs to service delivery departments. Program chargebacks (Direct Program Chargebacks) are allocated to various service areas where direct service delivery costs are accumulated based on demand/usage. Corporate management and governance costs (Corporate Sustaining Chargebacks) are also allocated to all service areas based on a pro-rata share of the three most recent years' net controllable costs.

The use of this chargeback allocation method results in the distribution of net corporate support costs to direct service delivery areas.



Fund structure and budgeting

Halton Region uses Fund Accounting for budgeting purposes, in which a self-balancing group of accounts is provided for each accounting entity established as the basis for recording and reporting all financial transactions. The Regional budget is composed of two primary funding sources—Tax Supported Services and Rate Supported Services.

Operating Fund: Activities are budgeted annually for each program based on the estimated operating costs. The factors considered in developing these budgets include inflation, growth, service quality, mandated requirements and customer needs. At the end of any given budget year as part of the year-end closing, any surplus or deficit is transferred to or from reserves and/or reserve funds in accordance with Council-approved policies, ensuring a closing balance of zero dollars in the operating fund.

Capital Fund: Capital projects can be budgeted in one year or several years depending on the requirements of the project (i.e., design, land purchase, construction, etc.). The corresponding expenditures may materialize over several years as the project is completed. Upon completion, each project is closed through a semi-annual variance closure reporting process, and any surplus or deficit is transferred to or from the appropriate reserves, reserve funds or Capital Holding Account in accordance with Council-approved policies.

Reserves and Reserve Funds: The use of reserves is an integral part of the budget planning process and is an important financial tool in developing short- and long-term fiscal policies. Prudent use of reserves mitigates fluctuations in taxation and rate requirements and assists in stabilizing the impact of unanticipated occurrences as set out in Council Report CS-83-02, re: Regional Reserve Policy. General principles relating to the use of the reserves are set out in the front section of this document. Budgeted reserve transactions flow through either the operating or capital budgets.

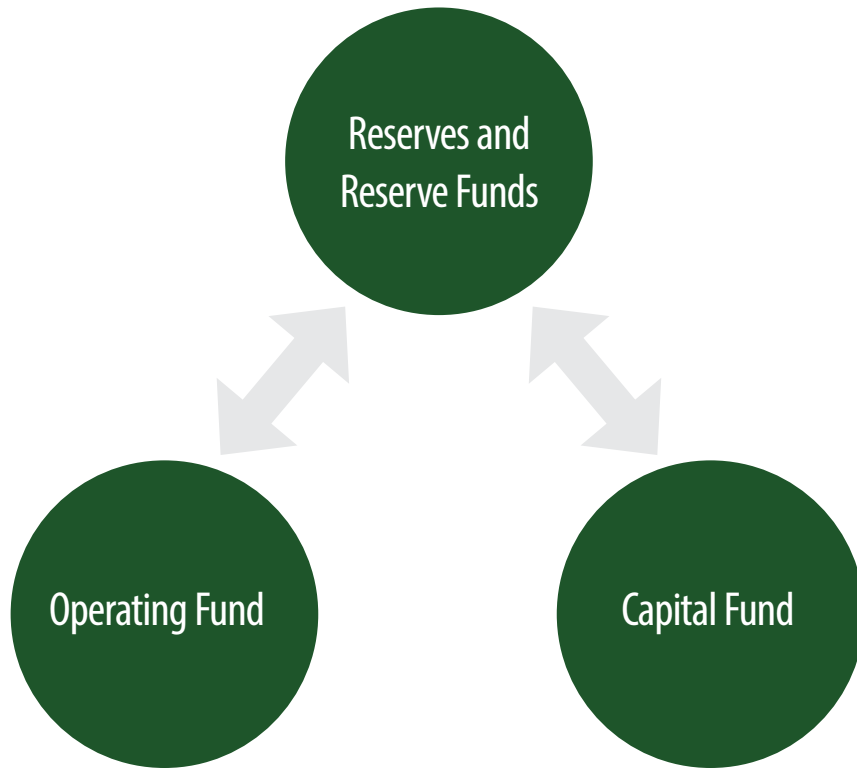
Regional Council approves the creation of Reserves and Reserve Funds for specific liabilities, contingencies and other specific uses. Policies dictate the use of certain Reserve Funds for designated purposes and prevent monies from being diverted to any other use.

The Region also collects development charges (DCs) as provided for in the *Development Charges Act*, 1997. These funds are maintained in separate Reserve Funds that are

restricted in use and applied to eligible growth-related capital projects in accordance with the legislation and Regional DC by-laws.

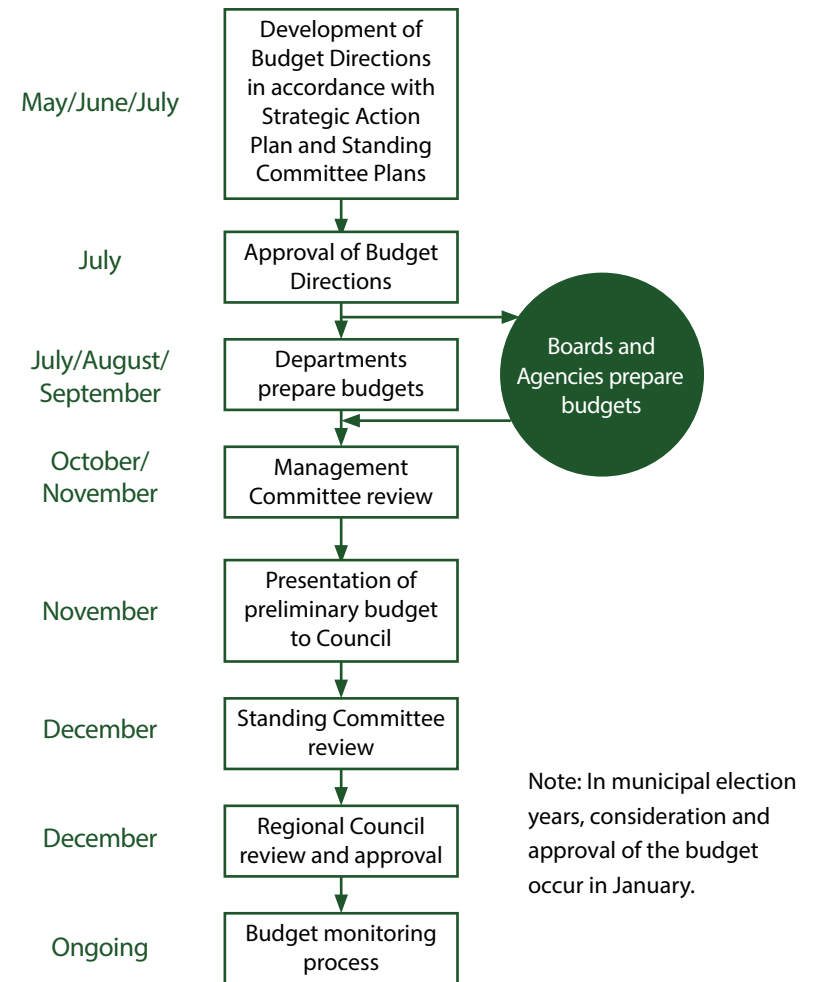
Fund relationships

The activities in the Operating and Capital Budgets are mutually exclusive. However, in some cases transactions occur between them as shown below.



Halton Region's Budget Process

As illustrated below, Halton Region's budget preparations begin in late spring. Based on a Council-approved Action Plan and annual Standing Committee Plans, the Region develops the Budget Directions Report in early spring. The Budget Directions Report is a policy document that establishes Council's program and fiscal priorities for the following year's budget, and is considered by the Standing Committees and Regional Council. Staff also use this as a guide in developing the following year's budget process.





Operating departments prepare their preliminary budget requests based on the Council-approved Budget Directions Report and Strategic Action Plans. Preliminary budgets are prepared by all Regional departments with the help of the Budgets & Tax Policy Division of the Region's Finance Department. Regional staff prepare an annual Budget Information Package, which recommends cost and revenue increases for various budget components (e.g., general inflation, interest, etc.). This package also includes specific technical information to assist in the budget preparation and outlines how to input information into the Region's financial system.

Departments include base budget adjustments and strategic investment requests in their preliminary budgets. Strategic investment requests are required for any significant change in direction for the program, changes to funding sources or any change in staffing levels. Preliminary budgets are renewed by Budgets & Tax Policy Division staff, as well as the Management Committee, which is comprised of the Region's most senior staff.

Budget review meetings are held in September and October with senior staff in each department. At this time, Budgets & Tax Policy Division staff also receive budget requests from the boards and agencies funded through the property tax levy. These requests are reviewed with the consulting boards and agencies, and are then incorporated into the proposed budget.

The proposed budget document is compiled and presented to Council in late November. Each of the three Standing Committees reviews the document prior to Council approval in December. In an election year, the committees begin reviewing the budget in January, with adoption targeted for late January. The Standing Committee reviews provide for public participation in the budget process.

Proposed Budget: The proposed budget is prepared based on the Council approved Budget Directions Report, the most recent program pressures and economic data, and iterative refinements and reviews by the Management Committee. Operating and Capital Budgets are prepared for services funded from property taxes (Tax Supported) and from water and wastewater utility rates (Rate Supported).

Budget adoption: Regional Council adopts the Budget by resolution as the Region's annual Budget for the year beginning January 1 after it receives the recommendations from the Health and Social Services Committee, the Planning and Public Works Committee and the Administration and Finance Committee.

The Committee and Council meetings are open to the public and are advertised in the local newspapers as well as on the Regional website. The following dates are for the review and consideration of the 2019 Budget and Business Plan:

December 19, 2018

- 2019 Budget and Business Plan Council Information Session

January 9, 2019

- 2019 Budget review at Regional Council Budget Workshop

January 16, 2019

- 2019 Budget approval by Regional Council

Halton Region's Financial Policies

Balanced budget

The operating budget is balanced with revenues equal to budgeted expenditures. Any shortfall in budgeted revenues versus budgeted expenditures for a budget period will be funded by tax levies or utility rate revenues equal to the shortfall, which will result in a balanced budget.

Deficit avoidance

In accordance with the *Municipal Act*, municipalities are prohibited from budgeting for a deficit. The annual budgets continue to show fiscal restraint to meet expenditure and revenue targets. When actual revenue shortfalls or unforeseen expenditures appear to be more than temporary occurrences, both the capital and operating budgets are reviewed. Alternatives are then identified to minimize the Region's financial risks, including drawing from reserves, reallocating budgets and expenditure constraints.

Amendments to approved budget

The approved budget may be amended at the direction of Council, provided that the amount to be collected from property taxes or user rates remains unchanged. Operating budget amendments commonly occur as a result of provincial funding initiatives for fully subsidized operating programs. The capital budget is revised in May/June after the Local Municipalities' budgets are approved in order to align Regional programs with Local Municipalities' work. The capital budget is also amended throughout the year as a result of the public tendering process which formalizes the estimated costs and related financing to undertake specific projects.

Budget monitoring and reporting

The Region uses a real-time, enterprise-wide financial system. Financial reports are available on-demand for all appropriate staff to monitor actual expenditures and revenues. Operating budget variance reports are presented



annually to Council for year-to-date and year-end projections on April 30, August 31 and December 31. Capital budget (life-to-date) variance and project closure reports are presented twice annually on June 30 and December 31.

Operating fund balance

Any actual surplus or deficit arising at year-end is transferred to or from a Tax or Rate Stabilization Reserve or other reserves as directed by Council. The targeted balances in the stabilization reserves are 10 per cent of total operating expenditures for tax-supported programs and 15 per cent for water and wastewater programs. These reserves are used to mitigate the effect of any large variations in major sources of revenue or expenditure. Given that personnel services account for approximately 31 per cent of the Region's total gross expenditures for all services (excluding the Halton Regional Police

Service (HRPS)) any increase in staff complement must be explicitly approved by Council. New positions, whether temporary or permanent, are approved through the Region's budget process.

Master Plans and Asset Management Plans

Master Plans support the long-term program needs for Regional services, including the Official Plan and the Asset Management Plans that ensure Regional assets are maintained in a state-of-good-repair. These plans are developed and updated regularly for specific programs, including housing, Regional facilities, Paramedic Services, transportation and water and wastewater, which then provide the basis for the annual budget and forecast requirements.

Operating budget forecasts

Operating budget forecasts are prepared and reviewed annually for each program for a 10-year period, based on recommendations included in approved Master Plans, Asset Management Plans and requirements to maintain service levels. The forecasts are designed to provide sustainable funding to maintain existing levels of service and Regional assets in a state-of-good-repair.

Capital budget forecasts

Capital budget forecasts are presented annually to forecast expenditures on a project-by-project basis. The capital 10-year forecast includes major works required to upgrade, replace or construct capital infrastructure based on Master Plans and Asset Management Plans. The ongoing maintenance of this infrastructure is included in the operating budget. Financing of the forecast capital program (Master Plans and Asset Management Plans) is undertaken at a detailed level and established as a long-term financing plan. The long-term financing plan is then reviewed and approved through the annual budget process and presented at a summary level in the budget.

Use of one-time revenues

The Region does not utilize one-time revenues for ongoing expenditures. However, one-time revenues may be used to fund non-recurring expenditures subject to Council approval. One-time revenue is transferred to the appropriate reserves in accordance with Council's direction.

User fees and alternative revenue sources

The Region establishes cost-recovery policies for user fees to determine whether fees collected are sufficient to recover the cost of providing certain goods or services. These policies determine the percentage of full-service cost to be

recovered through fees. The level of cost recovery is reviewed and adjusted annually through the budget process to ensure that fees are current, equitable, competitive and sustainable.

Uses of unpredictable revenues

Certain revenues fluctuate widely year-to-year. At year-end, favourable revenue variances are transferred to the Stabilization Reserves or other reserves as approved by Council.

Use of supplementary tax revenue

Supplementary taxes are generated by property tax revenue from new assessments added in-year to the property tax roll. This revenue source is estimated annually and reflected in the Region's operating budget.

Debt capacity

The Province sets a debt capacity guideline for municipalities of 25 per cent of own revenues. The Region's own guidelines (10 per cent of gross operating expenditures) translate to approximately 13 per cent of the Region's own revenues. The current projected debt capacity for the next 10 years remains well below these targets.

Penny rounding

As the Royal Canadian Mint ceased distribution of pennies on February 4, 2013, and pennies have been withdrawn from circulation, Halton Region has adopted the Government of Canada's rounding guidelines for cash transactions.

Reserve and Reserve Funds

Halton Reserve Policy Summary (CS-83-02)

Stabilization Reserves:

Purpose	To address in-year, uncontrollable or unanticipated changes in economic conditions, funding or costs
Target	Tax stabilization 10% of gross expenditures Rate stabilization 15% of gross expenditures
Funding	Shortfalls from the target should be funded from annual operating surpluses Balances in excess of target can be used to finance one-time programs or to address deficiencies in other reserves
Authority to Access	Council authority required to access funds
Interest Allocation	No interest to be allocated to these reserves

Program-Specific Reserves:

Purpose	To fund specific programs
Target	Financial plan required for each reserve and reviewed annually
Funding	Based on a financial plan
Authority to Access	Council authority required to access funds, normally established within annual budget or specific Council resolution
Interest Allocation	No interest to be allocated to these reserves



Halton Reserve Policy Summary (CS-83-02)

Vehicle/Building and Equipment Reserves:

Purpose	To fund the maintenance and replacement of Regional assets
Target	Based on lifecycle costs of assets
Funding	Based on lifecycle costs of assets Shortfalls in funding may require funding from annual operating surpluses or transfers from other reserves
Authority to Access	Council authority required to access funds, normally established within annual budget or specific Council resolution
Interest Allocation	Interest allocation at year-end based on actual interest earnings

Capital Reserves:

Purpose	To finance the Region's capital program
Target	Based on capital programs
Funding	Annual operating budget provisions Supplementary taxes Annual operating budget surpluses
Authority to Access	Council authority required to access funds, normally established with annual budget or specific Council resolution delegating authority to staff (e.g., project closures or tender awards)
Interest Allocation	Interest allocation at year-end based on actual interest earnings

Commodity Price Hedging Policy

The goal of the Commodity Price Hedging Policy is to allow the Regional Treasurer to enter into a fixed price agreement for the future delivery of any or all portions of a commodity, when it is deemed advantageous for the Region to do so. The Treasurer must report annually on all commodity price hedging agreements in place in accordance with the *Municipal Act, 2001*, Regulation 653/05, and Halton's Commodity Price Hedging Policy as approved through Council Report No. CS-19-07.

The Region considers procuring price hedging agreements for electricity, natural gas, gasoline and diesel, as discussed below:

- Halton Region did not enter into a fixed price agreement for electricity in 2018 as it was determined that the Hourly Ontario Energy Price (HOEP) was the lowest cost option at the time.
- For natural gas, Halton Region has an annual fixed price contract expiring on October 31 of each year. In 2018, approximately 30 per cent of the

annual volume was purchased on contract with the remaining 70 per cent purchased at the spot market price.

- Gasoline and diesel fuel are purchased in bulk for vehicles and back-up generators through a competitive bid process. Paramedic Services uses the bulk fuel and also purchases gasoline and diesel fuel at retail outlets with procurement cards when needed. Halton Region has a four 1-year term contract expiring in 2020 with Canada Clean Fuels to provide gasoline, diesel and biodiesel fuels. The contract is negotiated annually to facilitate challenges due to the volatile and fluctuating fuel market.

Staff will continue to work with consultants to determine the best procurement strategy by reviewing market conditions. As shown below, commodity costs have increased for electricity. Natural gas and diesel prices have decreased with price fully offset by demand increases. Gasoline has increased with price partially offset by demand decreases.

Commodity (\$000s)	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Projected Actual	2019 Requested Budget	Changes in Budget (2019-2018)
Electricity	17,379	20,322	19,875	21,257	20,726	21,293	35
Natural Gas	649	539	720	842	838	881	39
Gasoline and Diesel	1,188	1,070	1,330	1,455	1,453	1,430	(26)

HALTON REGION

Budget and Business Plan 2019

Glossary



Glossary of Terms

Term	Definition
Accrual Accounting	Halton Region's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes expenses and revenues when there is a legal obligation to pay or be paid, not when cash is collected or paid. This is also the basis for developing the Region's budget.
Actual	Actual revenue and expenditures incurred, as opposed to budgeted revenues or expenditures for the fiscal year indicated.
Allocated Charges/Recoveries	Transactions related to allocating charges and recoveries between departments.
Allowance	A provision for an expected loss or reduction in the value of an asset in order to reduce the reported value of the asset to an amount that reflects its estimated realizable value.
Amortization	The annual 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 Document	The official written statement prepared by staff, which presents the proposed budget to Regional Council.
Canadian Union of Public Employees (CUPE)	Canada's largest union, with more than 665,000 members across the country. CUPE represents workers in health care, emergency services, education, early learning and childcare, municipalities, social services, libraries, utilities, transportation, airlines and more.
Capital Budget and Forecast	A plan of proposed capital expenditures to be incurred in the current year and over a period of nine future years, identifying each capital project and the method of financing.

Term	Definition
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 staff positions approved by Regional Council.
Contingency	An appropriation of funds available to mitigate unforeseen events that may occur during the fiscal year.
Corporate Sustaining Chargeback	A method that is used to allocate costs that are required for corporate management purposes, generally fixed in nature, and not directly or indirectly consumed through a service-delivery process.
Current Value Assessment (CVA)	Real estate property value that is determined under the direction of the Province of Ontario as a basis for levying property taxes.
Debenture Debt	The payment of interest and repayment of principal to holders of the Region's debt instruments.
Debt Payment	The payment of principal and interest on borrowed funds.
Deficit	The excess of expenditures over revenues in a fund over an accounting period.
Development Charges (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> .
Environmental Assessment (EA)	A process to predict the effects of proposed initiatives on the environment.
Expenditure	The disbursement of appropriated funds to purchase goods and/or services.
Fees and Charges	Charges for expenses incurred when services are provided to an individual or groups rather than the community at large.
Fiscal Year	The 12-month accounting period for recording financial transactions. Halton Region's fiscal year is from January 1 to December 31.
Fleet	The vehicles owned and operated by the Region.

Term	Definition
Fringe Benefits	Payment to which participants may be entitled under a plan, including pension benefits.
Full-time Equivalent (FTE)	A measure of staffing equivalent to that produced by one person working full time for one year.
Generally Accepted Accounting Principles (GAAP)	Nationally recognized uniform principles, standards and guidelines for financial accounting and reporting.
Geographic Information System (GIS)	A system that integrates existing regional graphic and tabular spatial data into a common shared database.
GO Transit	An inter-municipal transit system throughout the Greater Toronto Area (GTA).
Government Finance Officers Association (GFOA)	A professional association of government finance officers in the United States and Canada identifying and developing financial policies and best practices through education, training, facilitation of member networking and leadership.
Grant	A monetary contribution by one governmental unit or other organization to another. The provincial and federal governments make these contributions to local governments. Halton Region provides grants to various social service agencies.
Greater Toronto Area (GTA)	The geographic area of jurisdiction of the City of Toronto and the four surrounding regional municipalities of Durham, Halton, Peel and York.
Halton Community Housing Corporation (HCHC)	A separate Regionally owned corporation that owns and manages social housing units in Halton Region. The HCHC has no staff. The Region provides staff support to HCHC.
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 570,000 residents through the provision of police services.
Halton Police Board	The governing body for the HRPS.
Halton Region Official Plan (OP)	Outlines the long-term vision for Halton's physical form and community character in accordance with the <i>Planning Act</i> .
Inflation	A rise in price levels caused by general economic activity and growth.
Investment Income	Revenue associated with the Region's cash management activities of investing cash balances.
Investment in Affordable Housing (IAH)	Federal/provincial funding that builds on the principles of Ontario's Long-Term Affordable Housing Strategy.

Term	Definition
Integrated Planning and Financial System (IPFS)	An automated software application which sets out the infrastructure costs and staging associated with replacement of infrastructure and servicing new growth areas.
Levy	Property taxation funding which is raised through taxes.
Long-Term Care (LTC)	Related to services for older adults.
Local Municipality	A municipality within a region (e.g., the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville within Halton Region).
Municipal Performance Measurement Program (MPMP)	A provincial initiative designed to provide taxpayers with useful quantified information on service delivery and municipalities with a tool to improve those services over time. The program requires municipalities to collect data to measure their performance in nine core municipal service areas.
Municipal Property Assessment Corporation (MPAC)	Established by the <i>Municipal Property Assessment Corporation Act</i> , MPAC administers and determines a uniform, province-wide system of current value assessment for all properties.
ML/d	Megalitres per day. One Megalitre is equivalent to one million litres.
Ontario Disability Support Program (ODSP)	An income redistribution program previously funded by the Province of Ontario (80%) and the Region (20%) to provide payments to individuals with disabilities who are unable to work; municipal funding for this program was completely phased out in 2011.
Ontario Municipal Board (OMB)	An independent adjudicative tribunal established under statute by the Province of Ontario. The OMB hears appeals and applications on a wide range of municipal and land-related matters.
Municipal Benchmarking Network Canada (MBNCanada)	A partnership project to encourage service excellence in municipal government. Participating municipalities work together to identify and share performance statistics and operational best practices. (Formerly Ontario Municipal CAO's Benchmarking Initiative (OMBI))
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 65,000 registered nurses and allied health professionals and almost 18,000 nursing students providing care in hospitals, long-term care facilities, public health, the community, clinics and industry.
Ontario Public Service Employees Union (OPSEU)	A union in Ontario for public sector workers. OPSEU has about 155,000 members across the province in hospitals, services for families and children, art galleries, ambulance services, school boards, municipal offices, mental health services, correctional services and more.

Term	Definition
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.
Performance Indicators (PIs)	Specific quantitative measures of a department's/program's work performed, or the results obtained toward meeting an objective.
Program	A regional business unit formed to provide a specific type of service (e.g., Public Health, Waste Management).
Property Tax	A tax levied on the assessed value of real estate.
Province	The Province of Ontario.
Provincial Offences Act (POA)	An Act that governs how charges are processed and prosecuted. It applies to all provincial statutes, as well as municipal by-laws and some minor federal contraventions. Most of the POA offences are related to the <i>Highway Traffic Act</i> , the <i>Compulsory Automobile Insurance Act</i> , the <i>Liquor Licence Act</i> or the <i>Trespass to Property Act</i> .
Public Sector Accounting Board (PSAB)	A board under the Chartered Professional Accountants of Canada, which develops standards for municipal financial reporting.
Regional Official Plan Amendment (ROPA)	A change to the Official Plan. It could be site-specific, when an applicant wants permission for a land use in a location that conflicts with the existing plan, or it could be a policy change that affects all or part of the region.
Reserve	An allocation of accumulated net revenue. It has no reference to any specific asset and does not require the physical segregation of money or assets. An example of the Region's reserve is the Tax Stabilization Reserve.
Reserve Fund	Assets segregated and restricted to meet the purpose of the reserve fund, which may be obligatory (created whenever a statute requires revenue received for special purposes to be segregated) or discretionary (created whenever a municipal council wishes to earmark revenue to finance a future project, e.g., Development Charges Reserve Funds).
Resource Productivity and Recovery Authority (RPRA)	An entity established to enable government, municipalities and industry to work together to help financially sustain Ontario's municipal waste diversion programs (formerly WDO).
Revenue	Funds that a government receives as income, including tax payments, fines, grants 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 the Council.

Term	Definition
Strategic Investments	Any proposed variation in the budgeted expenditures or revenues that are not provided for in the Base Budget, and for which separate budget disclosure is provided for Regional Council's consideration.
Systems Application Process (SAP)	Software used for the Region's financial and human resource information systems.
Supplementary Taxes	Property taxes resulting from assessment added to the tax roll after January 1 of a given tax year.
Surplus	When total revenues from current operations exceed total expenditures.
Tangible Capital Assets (TCA)	Non-financial assets with physical substance that: are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets; have useful economic lives extending beyond an accounting period; are to be used on a continuing basis; and are not for sale in the ordinary course of operations.
Tax Levy	The total amount to be received by property taxes for operating and debt service purposes specified in the annual Tax Levy By-law.
Tax Rate	The actual rate of tax applied to the Current Value Assessment (CVA) to determine taxes payable.
Wastewater Treatment Plant (WWTP)	Halton Region owns and operates seven Wastewater Treatment Plants that treat approximately 237,000 cubic metres of wastewater every day.
Water Purification Plant (WPP)	Halton-owned and operated state-of-the-art Water Purification Plants deliver safe, high-quality and cost-effective drinking water.

Halton Region

Budget and Business Plan 2019



Capital Report

HALTON REGION

Budget and Business Plan 2019

Tax - Capital

2019 - 2028 TAX CAPITAL BUDGET (Uninflated \$000's)

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
2019 Finance									
Capital & Development Financing	305	-	305	86	216	3	-	-	-
Information Technology	5,256	-	5,256	-	-	5,256	-	-	-
Sub-total	5,561	-	5,561	86	216	5,259	-	-	-
Health									
Paramedic Services	1,400	-	1,400	24	182	1,194	-	-	-
Health -Other	15	-	15	-	-	15	-	-	-
Sub-total	1,415	-	1,415	24	182	1,209	-	-	-
Legislative & Planning Services									
Planning	20,582	-	20,582	72	2,846	17,663	-	-	-
Economic Development	-	-	-	-	-	-	-	-	-
Asset Management	3,916	-	3,916	-	-	3,916	-	-	-
Sub-total	24,498	-	24,498	72	2,846	21,579	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	57	593	-	-	593	-	-	-
Sub-total	700	57	643	-	-	643	-	-	-
Public Works									
Transportation	276,564	8,322	268,242	-	140,010	128,232	-	-	-
Waste Management	3,356	-	3,356	-	-	3,356	-	-	-
Sub-total	279,920	8,322	271,598	-	140,010	131,588	-	-	-
Halton Regional Police Service	27,243	-	27,243	429	1,026	17,042	-	8,747	-
TOTAL 2019	339,337	8,379	330,958	611	144,280	177,320	-	8,747	-
2020 Finance									
Capital & Development Financing	814	-	814	230	575	8	-	-	-
Information Technology	5,098	-	5,098	-	-	5,098	-	-	-
Sub-total	5,912	-	5,912	230	575	5,106	-	-	-
Health									
Paramedic Services	1,338	-	1,338	24	182	1,132	-	-	-
Health -Other	-	-	-	-	-	-	-	-	-
Sub-total	1,338	-	1,338	24	182	1,132	-	-	-
Legislative & Planning Services									
Planning	29,994	-	29,994	174	5,270	24,550	-	-	-
Economic Development	-	-	-	-	-	-	-	-	-
Asset Management	8,058	-	8,058	-	-	8,058	-	-	-
Sub-total	38,052	-	38,052	174	5,270	32,608	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	57	593	-	-	593	-	-	-
Sub-total	700	57	643	-	-	643	-	-	-
Public Works									
Transportation	242,679	44,817	197,862	-	87,455	110,407	-	-	-
Waste Management	2,050	-	2,050	-	-	2,050	-	-	-
Sub-total	244,729	44,817	199,912	-	87,455	112,457	-	-	-
Halton Regional Police Service	6,198	-	6,198	279	670	5,249	-	-	-
TOTAL 2020	296,929	44,874	252,055	707	94,153	157,195	-	-	-

2019 - 2028 TAX CAPITAL BUDGET (Uninflated \$000's)

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
2021 Finance									
Capital & Development Financing	610	-	610	173	431	6	-	-	-
Information Technology	5,046	-	5,046	-	-	5,046	-	-	-
Sub-total	5,656	-	5,656	173	431	5,052	-	-	-
Health									
Paramedic Services	1,740	-	1,740	24	182	1,534	-	-	-
Health -Other	-	-	-	-	-	-	-	-	-
Sub-total	1,740	-	1,740	24	182	1,534	-	-	-
Legislative & Planning Services									
Planning	12,470	-	12,470	50	3,423	8,997	-	-	-
Economic Development	8,000	-	8,000	-	-	8,000	-	-	-
Asset Management	3,959	-	3,959	-	-	3,959	-	-	-
Sub-total	24,429	-	24,429	50	3,423	20,956	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	57	593	-	-	593	-	-	-
Sub-total	700	57	643	-	-	643	-	-	-
Public Works									
Transportation	132,748	-	132,748	-	63,690	69,058	-	-	-
Waste Management	1,705	-	1,705	-	-	1,705	-	-	-
Sub-total	134,453	-	134,453	-	63,690	70,763	-	-	-
Halton Regional Police Service	5,490	-	5,490	279	680	4,531	-	-	-
TOTAL 2021	172,468	57	172,410	525	68,407	103,478	-	-	-
2022 Finance									
Capital & Development Financing	305	-	305	86	216	3	-	-	-
Information Technology	3,638	-	3,638	-	-	3,638	-	-	-
Sub-total	3,943	-	3,943	86	216	3,641	-	-	-
Health									
Paramedic Services	1,646	-	1,646	24	182	1,440	-	-	-
Health -Other	51	-	51	-	-	51	-	-	-
Sub-total	1,697	-	1,697	24	182	1,491	-	-	-
Legislative & Planning Services									
Planning	14,169	-	14,169	286	4,504	9,379	-	-	-
Economic Development	-	-	-	-	-	-	-	-	-
Asset Management	32,847	-	32,847	-	-	32,847	-	-	-
Sub-total	47,016	-	47,016	286	4,504	42,226	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	57	593	-	-	593	-	-	-
Sub-total	700	57	643	-	-	643	-	-	-
Public Works									
Transportation	135,701	-	135,701	-	55,602	80,099	-	-	-
Waste Management	2,075	-	2,075	-	-	2,075	-	-	-
Sub-total	137,776	-	137,776	-	55,602	82,174	-	-	-
Halton Regional Police Service	6,025	-	6,025	279	690	5,056	-	-	-
TOTAL 2022	197,157	57	197,099	675	61,194	135,230	-	-	-

2019 - 2028 TAX CAPITAL BUDGET (Uninflated \$000's)

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
2023 Finance									
Capital & Development Financing	305	-	305	86	216	3	-	-	-
Information Technology	4,601	-	4,601	-	-	4,601	-	-	-
Sub-total	4,906	-	4,906	86	216	4,604	-	-	-
Health									
Paramedic Services	3,383	-	3,383	24	182	3,177	-	-	-
Health -Other	51	-	51	-	-	51	-	-	-
Sub-total	3,434	-	3,434	24	182	3,228	-	-	-
Legislative & Planning Services									
Planning	13,319	-	13,319	143	4,652	8,524	-	-	-
Economic Development	-	-	-	-	-	-	-	-	-
Asset Management	3,619	-	3,619	-	-	3,619	-	-	-
Sub-total	16,938	-	16,938	143	4,652	12,143	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	57	593	-	-	593	-	-	-
Sub-total	700	57	643	-	-	643	-	-	-
Public Works									
Transportation	95,737	-	95,737	-	46,267	49,470	-	-	-
Waste Management	12,226	-	12,226	33	636	11,557	-	-	-
Sub-total	107,963	-	107,963	33	46,903	61,027	-	-	-
Halton Regional Police Service	10,968	-	10,968	570	1,409	8,989	-	-	-
TOTAL 2023	144,909	57	144,851	857	53,362	90,633	-	-	-
2024 Finance									
Capital & Development Financing	305	-	305	86	216	3	-	-	-
Information Technology	5,156	-	5,156	-	-	5,156	-	-	-
Sub-total	5,461	-	5,461	86	216	5,159	-	-	-
Health									
Paramedic Services	5,231	-	5,231	24	182	5,025	-	-	-
Health -Other	51	-	51	-	-	51	-	-	-
Sub-total	5,282	-	5,282	24	182	5,076	-	-	-
Legislative & Planning Services									
Planning	14,949	-	14,949	193	4,775	9,981	-	-	-
Economic Development	-	-	-	-	-	-	-	-	-
Asset Management	3,262	-	3,262	-	-	3,262	-	-	-
Sub-total	18,211	-	18,211	193	4,775	13,243	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	57	593	-	-	593	-	-	-
Sub-total	700	57	643	-	-	643	-	-	-
Public Works									
Transportation	129,148	-	129,148	-	64,148	65,000	-	-	-
Waste Management	2,814	-	2,814	-	-	2,814	-	-	-
Sub-total	131,962	-	131,962	-	64,148	67,814	-	-	-
Halton Regional Police Service	4,597	-	4,597	279	700	3,618	-	-	-
TOTAL 2024	166,213	57	166,156	582	70,021	95,552	-	-	-

2019 - 2028 TAX CAPITAL BUDGET (Uninflated \$000's)

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
2025 Finance									
Capital & Development Financing	814	-	814	230	575	8	-	-	-
Information Technology	4,933	-	4,933	-	-	4,933	-	-	-
Sub-total	5,747	-	5,747	230	575	4,941	-	-	-
Health									
Paramedic Services	2,503	-	2,503	24	182	2,297	-	-	-
Health -Other	17	-	17	-	-	17	-	-	-
Sub-total	2,520	-	2,520	24	182	2,314	-	-	-
Legislative & Planning Services									
Planning	13,219	-	13,219	50	4,423	8,746	-	-	-
Economic Development	-	-	-	-	-	-	-	-	-
Asset Management	3,707	-	3,707	-	-	3,707	-	-	-
Sub-total	16,926	-	16,926	50	4,423	12,453	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	57	593	-	-	593	-	-	-
Sub-total	700	57	643	-	-	643	-	-	-
Public Works									
Transportation	217,682	-	217,682	-	109,574	108,108	-	-	-
Waste Management	15,633	-	15,633	-	-	15,633	-	-	-
Sub-total	233,315	-	233,315	-	109,574	123,741	-	-	-
Halton Regional Police Service	4,687	-	4,687	279	700	3,708	-	-	-
TOTAL 2025	263,895	57	263,838	583	115,455	147,800	-	-	-
2026 Finance									
Capital & Development Financing	610	-	610	173	431	6	-	-	-
Information Technology	4,051	-	4,051	-	-	4,051	-	-	-
Sub-total	4,661	-	4,661	173	431	4,057	-	-	-
Health									
Paramedic Services	1,945	-	1,945	24	182	1,739	-	-	-
Health -Other	34	-	34	-	-	34	-	-	-
Sub-total	1,979	-	1,979	24	182	1,773	-	-	-
Legislative & Planning Services									
Planning	22,719	-	22,719	157	4,687	17,875	-	-	-
Economic Development	-	-	-	-	-	-	-	-	-
Asset Management	4,043	-	4,043	-	-	4,043	-	-	-
Sub-total	26,762	-	26,762	157	4,687	21,918	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	57	593	-	-	593	-	-	-
Sub-total	700	57	643	-	-	643	-	-	-
Public Works									
Transportation	118,445	-	118,445	-	64,495	53,950	-	-	-
Waste Management	1,335	-	1,335	-	-	1,335	-	-	-
Sub-total	119,780	-	119,780	-	64,495	55,285	-	-	-
Halton Regional Police Service	5,638	-	5,638	75	204	5,359	-	-	-
TOTAL 2026	159,520	57	159,463	429	69,999	89,035	-	-	-

2019 - 2028 TAX CAPITAL BUDGET (Uninflated \$000's)

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
2027 Finance									
Capital & Development Financing	305	-	305	86	216	3	-	-	-
Information Technology	4,543	-	4,543	-	-	4,543	-	-	-
Sub-total	4,848	-	4,848	86	216	4,546	-	-	-
Health									
Paramedic Services	2,289	-	2,289	24	182	2,083	-	-	-
Health -Other	17	-	17	-	-	17	-	-	-
Sub-total	2,306	-	2,306	24	182	2,100	-	-	-
Legislative & Planning Services									
Planning	12,020	-	12,020	143	4,652	7,225	-	-	-
Economic Development	-	-	-	-	-	-	-	-	-
Asset Management	4,193	-	4,193	-	-	4,193	-	-	-
Sub-total	16,213	-	16,213	143	4,652	11,418	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	57	593	-	-	593	-	-	-
Sub-total	700	57	643	-	-	643	-	-	-
Public Works									
Transportation	205,670	-	205,670	-	113,137	92,533	-	-	-
Waste Management	532	-	532	-	-	532	-	-	-
Sub-total	206,202	-	206,202	-	113,137	93,065	-	-	-
Halton Regional Police Service	5,742	-	5,742	366	913	4,463	-	-	-
TOTAL 2027	236,011	57	235,954	619	119,100	116,235	-	-	-
2028 Finance									
Capital & Development Financing	305	-	305	86	216	3	-	-	-
Information Technology	5,001	-	5,001	-	-	5,001	-	-	-
Sub-total	5,306	-	5,306	86	216	5,004	-	-	-
Health									
Paramedic Services	2,349	-	2,349	24	182	2,143	-	-	-
Health -Other	-	-	-	-	-	-	-	-	-
Sub-total	2,349	-	2,349	24	182	2,143	-	-	-
Legislative & Planning Services									
Planning	12,520	-	12,520	215	4,828	7,478	-	-	-
Economic Development	-	-	-	-	-	-	-	-	-
Asset Management	6,725	-	6,725	-	-	6,725	-	-	-
Sub-total	19,245	-	19,245	215	4,828	14,203	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	57	593	-	-	593	-	-	-
Sub-total	700	57	643	-	-	643	-	-	-
Public Works									
Transportation	118,898	-	118,898	-	73,470	45,428	-	-	-
Waste Management	1,272	-	1,272	-	-	1,272	-	-	-
Sub-total	120,170	-	120,170	-	73,470	46,700	-	-	-
Halton Regional Police Service	4,038	-	4,038	75	204	3,759	-	-	-
TOTAL 2028	151,808	57	151,751	400	78,900	72,451	-	-	-

CAPITAL BUDGET
TAX-CAPITAL

2019
BUDGET & BUSINESS PLAN

2019 - 2028 TAX CAPITAL BUDGET (Uninflated \$000's)

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
TOTAL Finance									
Capital & Development Financing	4,678	-	4,678	1,324	3,307	47	-	-	-
Information Technology	47,322	-	47,322	-	-	47,322	-	-	-
Sub-total	52,000	-	52,000	1,324	3,307	47,368	-	-	-
Health									
Paramedic Services	23,824	-	23,824	240	1,820	21,764	-	-	-
Health -Other	236	-	236	-	-	236	-	-	-
Sub-total	24,060	-	24,060	240	1,820	22,000	-	-	-
Legislative & Planning Services									
Planning	165,961	-	165,961	1,483	44,061	120,416	-	-	-
Economic Development	8,000	-	8,000	-	-	8,000	-	-	-
Asset Management	74,329	-	74,329	-	-	74,329	-	-	-
Sub-total	248,290	-	248,290	1,483	44,061	202,745	-	-	-
Social & Community Services									
Childrens Services	500	-	500	-	-	500	-	-	-
Services for Seniors	6,500	572	5,928	-	-	5,928	-	-	-
Sub-total	7,000	572	6,428	-	-	6,428	-	-	-
Public Works									
Transportation	1,673,272	53,139	1,620,133	-	817,848	802,285	-	-	-
Waste Management	42,998	-	42,998	33	636	42,329	-	-	-
Sub-total	1,716,270	53,139	1,663,131	33	818,484	844,614	-	-	-
Halton Regional Police Service	80,626	-	80,626	2,908	7,198	61,773	-	8,747	-
TOTAL 2019-2028	2,128,246	53,711	2,074,535	5,989	874,870	1,184,929	-	8,747	-

Note: Schedule may not add due to rounding. Does not include impacts from Strategic Investment Forms.

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2019 TRANSPORTATION SYSTEM PROJECT LISTING 2019 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
Expansion Activities										
PR-2079D	3981	Trafalgar Road - Widening from 4 to 6 lanes from Dundas Street to Highway 407 (OAK) (Regional Rd 3)	1,017			521	496			
PR-2960B	7756	Trafalgar Road Widening from 2 to 4 Lanes from 10 Side Road to Hwy 7 (HHS) (Regional Road 3)	1,017			508	509			
PR-2671B	3983	Dundas Street - Widening from 4 to 6 lanes from Tremaine Road to Bronte Road (OAK) (Regional Rd 5)	23,729			11,997	11,732			
PR-3200	3984	Dundas Street - Widening from 4 to 6 lanes from Guelph Line to North Hampton (BUR) (Regional Road 5)	2,412			1,219	1,193			
PR-2550	5180	Dundas Street - Widening from 4 to 6 lanes from North Hampton to Appleby Line (BUR) (Regional Road 5)	15,458			7,519	7,939			
PR-2672B	5385	Dundas Street - Bronte Creek Bridge between Appleby Line and Tremaine Road (BUR) (Regional Road 5)	48,600			29,860	18,740			
PR-3207B	7487	Dundas Street - Widening from 4 to 6 lanes from Guelph Line to Halton/Hamilton Boundary, including improvements at Brant Street (BUR) Regional Road 5	988			386	602			
	6802	Britannia Road - Widening from 4 to 6 lanes from Regional Road 25 to Highway 407 (MIL) (Regional Road 6)	17,254			8,503	8,751			
	7333	Britannia Road (CONSTRUCTION ONLY) - Widening from 2 to 4 lanes from Regional Road 25 to James Snow Parkway (MIL) Regional Road 6	31,566			16,970	14,596			
PR-3131	6819	Steeles Avenue - Widening from 2 to 4 lanes from Tremaine Road to Industrial Drive (MIL) (Regional Road 8)	1,498			757	741			
PR-2876B	7336	Ninth Line - Widening from 2 to 4 lanes from Steeles Avenue to 10 Side Road (HHS) Regional Road 13	4,302			1,844	2,458			



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2019 TRANSPORTATION SYSTEM PROJECT LISTING 2019 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
PR-2959	6448	Winston Churchill Boulevard - Widening from 4 to 6 lanes from Highway 401 to Steeles Avenue (Halton's Share) (HHS) (Regional Road 19)	1,000			538	462			
	7494	Norval Bypass (HHS) Regional Road 19	1,523			975	548			
	6830	Tremaine Road - Widening from 2 to 4 lanes from Dundas Street to Lower Base Line (OAK) (Regional Road 22)	550			246	304			
	7809	Wycroft Road extension from 820 m east of Burloak Drive to Bronte Road (OAK)	8,322	8,322						
	6811	Regional Road 25 - Widening from 2 to 4 lanes from 5 Side Road to 10 Side Road (HHS) (Regional Road 25)	550			282	268			
PR-3130	6817	Regional Road 25 - Widening from 4 to 6 lanes from Steeles Avenue to 5 Side Road (MIL) (Regional Road 25)	3,643			2,005	1,638			
PR-3199	7337	Upper Middle Road - Intersection Operational Improvements (OAK) Regional Road 38	5,345			1,710	3,635			
PR-2263F	5273	William Halton Parkway - New 4 lane road from Sixteen Mile Creek to Neyagawa Blvd. (OAK) (Regional Road 40)	13,318			8,524	4,794			
PR-2263E	5413	William Halton Parkway - New 4 lane bridge over 16 Mile Creek to (Regional Road 40) (OAK)	45,000			28,800	16,200			
	7489	William Halton Parkway (CONSTRUCTION ONLY) - 2 to 4 lanes from Old Bronte Road to Hospital Gate (OAK) Regional Road 40	1,500			960	540			
	7375	Active Transportation Infill Projects (Region-wide) (REG)	1,374			440	934			
	7493	Active Transportation New Off-Road Capital Projects (Region-wide) (REG)	1,438			828	610			



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2019 TRANSPORTATION SYSTEM PROJECT LISTING 2019 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
		Sub-total	231,404	8,322		125,392	97,690			
		Maintenance Activities								
	7808	Regional Road Tree Replacement Program (REG) (Region-Wide)	200				200			
PR-2280	5173	Miscellaneous Bridges and Culverts Rehabilitation & Replacement Program (Region-wide) (REG)	261				261			
PR-2662	6106	Retaining Wall Rehabilitation & Replacement Program - Various Locations (Region-wide) (REG)	135				135			
PR-2073	4743	Retrofit Noise Attenuation Barriers - Various Locations (Region-wide) (REG)	100				100			
PR-2389	5641	Traffic Signal Controller, timer and signing upgrades - Various Intersections (Region-wide) (REG)	780			250	530			
PR-2890	6856	Traffic Signal Interconnect (Region-wide) (REG)	157				157			
PR-3205	7377	Intelligent Transportation System Implementation (Region-wide) (REG)	2,500			800	1,700			
PR-2043	4370	Emergency Diversion Route Signing for Road Closure Action Plan (Region-wide) (REG)	261				261			
PR-2515	5746	LED Street Light Replacement Program (Region-wide) (REG)	2,500				2,500			
PR-2887	6853	Centre-median Landscaping Improvements (Region-wide) (REG)	156				156			
PR-2891	6857	Operational Improvements (Region-wide) (REG)	323				323			



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2019 TRANSPORTATION SYSTEM PROJECT LISTING 2019 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
PR-2416	5642	Bridge Inspections & Evaluation Studies (Region-wide) (REG)	50				50			
		Sub-total	7,423			1,050	6,373			
		Non-Infrastructure Solutions								
	7835	Integrated Linear Infrastructure Engineering Design Guidelines and Standard Drawings Manual. (REG)	249				249			
PR-3246	7567	Miscellaneous R.O.W. Purchases and Road Dedication Engineering & Surveys (Region-wide) (REG)	209				209			
PR-2192	5017	Transportation Infrastructure Management System (Region-wide) (REG)	30				30			
PR-2258	5196	Smart Commute Travel Demand Management Initiative (Region-wide) (REG)	356			114	242			
PR-2319	5425	Speed Reduction Education & Enforcement Campaign (Region-wide) (REG)	52				52			
PR-2315	5431	Traffic and Screen Line Counts & Studies (Region-wide) (REG)	157			50	107			
PR-2316	5432	Road Needs Study Update (Region-wide) (REG)	50				50			
PR-2415	5643	Traffic Operations & Safety Related Studies (Region-wide) (REG)	168				168			
PR-2877	6832	Data Management Group (Region-wide) (REG)	157			100	57			
PR-2874	6838	Growth Management Studies (Region-wide) (REG)	523			335	188			
PR-2878	6858	Cordon Count Data (Region-wide) (REG)	52			33	19			
	7568	MTO Highway Studies (Region-wide) (REG)	131			84	47			



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2019 TRANSPORTATION SYSTEM PROJECT LISTING 2019 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
PR-3242	7672	Replacement Noise Attenuation Studies (REG) (Region-wide)	50				50			
PR-3243	7675	Storm Sewer Inspections, Studies, and Needs Assessments (REG) (Region-wide)	100				100			
		Sub-total	2,284			716	1,568			
<u>Renewal/Rehabilitation Activities</u>										
	7799	Road Resurfacing Capital (REG)	9,713				9,713			
PR-2314	5426	Active Transportation Initiatives (Region-wide) (REG)	51			16	35			
PR-2888	6854	New Traffic Signals - Development (Region-wide) (REG)	1,719			1,100	619			
PR-3035	7142	Miscellaneous Works Related to Road Resurfacing (Region-wide) (REG)	917				917			
		Sub-total	12,400			1,116	11,284			
<u>Replacement Activities</u>										
PR-3198	7438	Guelph Line & 1 Side Road - Intersection Improvements (BUR) (Regional Road 1)	2,138			684	1,454			
	7676	Guelph Line Resurfacing/Reconstruction from Colling Road to Britannia Road (BUR) (Regional Road 1)	232				232			
	7677	Guelph Line Resurfacing/Reconstruction from No. 20 Side Road to No. 25 Side Road (MIL) (Regional Road 1)	384				384			



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2019 TRANSPORTATION SYSTEM PROJECT LISTING 2019 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	7678	Guelph Line Resurfacing/Reconstruction from No. 25 Side Road to No. 30 Side Road (MIL) (Regional Road 1)	384				384			
	7679	Guelph Line Resurfacing/Reconstruction from No. 30 Side Road to No. 32 Side Road (MIL) (Regional Road 1)	144				144			
PR-2672B	5384	Dundas Street - Grade Separation at CNR Crossing between Appleby Line and Tremaine Road (BUR) (Regional Road 5)	17,268			11,052	6,216			
PR-2464	5312	Winston Churchill Blvd - 2 lane Reconstruction from Credit River Bridge to Old Pine Road (Halton's Share) (HHS) (Regional Road 19)	500				500			
	7491	Winston Churchill Boulevard - 2 lane Reconstruction from 5 Side Road to 10 Side Road (Halton's Share) (HHS) Regional Road 19	789				789			
PR-2464	7492	Winston Churchill Boulevard - 2 lane Reconstruction from Old Pine Road to 17 Side Road (Halton's Share) (HHS) Regional Road 19	1,000				1,000			
PR-3252	7674	Replacement Noise Attenuation Barriers (REG) (Region-wide)	214				214			
		Sub-total	23,053			11,736	11,317			



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2019 TRANSPORTATION SYSTEM PROJECT LISTING 2019 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN	CAP INVT	DEBENTURES	
					NON-RES	RES	RESERV	RESERV	GROWTH	REGIONAL
		Total	276,564	8,322		140,010	128,232			
		Summary								
		Expansion Activities	231,404	8,322		125,392	97,690			
		Maintenance Activities	7,423			1,050	6,373			
		Non-Infrastructure Solutions	2,284			716	1,568			
		Renewal/Rehabilitation Activities	12,400			1,116	11,284			
		Replacement Activities	23,053			11,736	11,317			
		Grand Total	276,564	8,322		140,010	128,232			



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2019-2028 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2019 (000 DOLLARS)														
PR NO	UNIQU ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR										
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
Expansion Activities														
PR-2322A	2659	Guelph Line - Widening - 4 to 6 lanes from Mainway to Upper Middle Road (BUR) (Regional Road 1)	10,650								1,217	1,550	7,883	
		EA												
		Design	1,217								1,217			
		Property	1,550									1,550		
		Utility Relocate	196										196	
		Construction	7,687										7,687	
PR-2322A	6805	Guelph Line - Widening from 4 to 6 lanes from Upper Middle Rd. to Dundas St. (BUR) (Regional Road 1)	2,569										825	1,744
		EA	825										825	
		Design	1,744											1,744
		Property												
		Utility Relocate												
		Construction												
PR-2079D	3981	Trafalgar Road - Widening - 4 to 6 Lanes from Dundas St to Hwy 407 (OAK) (Regional Road 3)	28,464	1,017	27,447									
		EA												
		Design												
		Property												
		Utility Relocate	1,017	1,017										
		Construction	27,447		27,447									
PR-2960A	7756	Trafalgar Road - Widening - 2 to 4 Lanes from 10 Side Road to Hwy 7 (HHS) (Regional Road 3)	50,138	1,017	49,121									
		EA												
		Design												
		Property												
		Utility Relocate	1,017	1,017										
		Construction	49,121		49,121									



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2019-2028 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6823	Trafalgar Road - Widening from 4 to 6 lanes from Highway 407 to Britannia Rd. (MIL) (Regional Road 3)	33,116				825		3,733	2,603	618	25,337	
		EA	825				825						
		Design	3,733						3,733				
		Property	2,603							2,603			
		Utility Relocate	618								618		
		Construction	25,337									25,337	
	6827	Trafalgar Road - Widening from 4 to 6 lanes from Britannia Rd. to Steeles Avenue (MIL/HHS) (Regional Road 3)	19,620						825		7,029	11,766	
		EA	825						825				
		Design	7,029								7,029		
		Property	11,766									11,766	
		Utility Relocate											
		Construction											
	5839	James Snow Parkway - Widening from 2 to 6 Lanes from Britannia Road to Hwy 401 (MIL) (Regional Road 4)	37,698		4,330	3,604	887	28,877					
		EA											
		Design	4,330	4,330									
		Property	3,604		3,604								
		Utility Relocate	887			887							
		Construction	28,877				28,877						
	6807	James Snow Parkway - Widening from 4 to 6 lanes from Highway 401 to Tremaine Road (MIL) (Regional Road 4)	12,421				825		6,784	3,688	1,124		
		EA	825				825						
		Design	6,784						6,784				
		Property	3,688							3,688			
		Utility Relocate	1,124								1,124		
		Construction											



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2019-2028 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2019 (000 DOLLARS)														
PR NO	UNIQU ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR										
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
	6806	James Snow Parkway - New 6-lane road from Highway 407 to Britannia Road (MIL) (Regional Road 4)	20,357							1,100			3,538	15,719
		EA	1,100							1,100				
		Design	3,538										3,538	
		Property	15,719											15,719
		Utility Relocate												
		Construction												
PR-2550A	5180	Dundas Street - Widening 4 to 6 lane from North Hampton to Appleby Line (BUR) (Regional Road 5)	15,458	15,458										
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	15,458	15,458										
PR-2671B	3983	Dundas Street Widening from 4 to 6-Lanes from Tremaine Rd to Bronte Rd (OAK) (Regional Road 5)	23,729	23,729										
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	23,729	23,729										
PR-2672B	5385	Dundas Street - Bronte Creek Bridge between Appleby Line and Tremaine Rd (BUR) (Regional Road 5)	48,600	48,600										
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	48,600	48,600										

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2019-2028 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQU ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-2672B	3982	Dundas Street - Widening from 4 to 6-Lanes (excluding CNR & Bronte Crk Bridges) from Appleby Line to Tremaine Rd (BUR) (Regional Road 5)	21,657		21,657								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	21,657		21,657								
	3984	Dundas Street - Widening 4 to 6-Lanes from Guelph Line to North Hampton (BUR) (Regional Road 5)	21,259	2,412	681	18,166							
		EA											
		Design											
		Property	2,412	2,412									
		Utility Relocate	681		681								
		Construction	18,166			18,166							
	7487	Dundas Street - Widening 4 to 6-Lanes from Guelph Line to Halton/Hamilton Boundary including improvements at Brant Street (BUR) (Regional Road 5)	28,847	988	3,884	834	23,141						
		EA											
		Design	988	988									
		Property	3,884		3,884								
		Utility Relocate	834			834							
		Construction	23,141				23,141						
	7333	Britannia Road (CONSTRUCTION ONLY) - Widening 2 to 4 lanes from Regional Road. 25 to James Snow Parkway (MIL) (Regional Road 6)	31,566	31,566									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	31,566	31,566									



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2019-2028 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6802	Britannia Road - Widening from 4 to 6 lanes from Regional Road 25 to Highway 407 (MIL) (Regional Road 6)	17,254	17,254									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	17,254	17,254									
	6804	Derry Road - Widening from 4 to 6 lanes from Tremaine Rd. to Highway 407 (MIL) (Regional Road 7)	11,315								825		10,490
		EA	825								825		
		Design	10,490										10,490
		Property											
		Utility Relocate											
		Construction											
	6819	Steeles Avenue - Widening from 2 to 4 lanes from Tremaine Road to Industrial Drive (MIL) (Regional Road 8)	15,564	1,498	3,325	226	10,515						
		EA											
		Design	1,498	1,498									
		Property	3,325		3,325								
		Utility Relocate	226			226							
		Construction	10,515				10,515						
	6821	Steeles Avenue - Widening from 4 to 6 lanes from Regional Road 25 to Trafalgar (MIL/HHS) (Regional Road 8)	62,278		825		6,561	8,476	46,416				
		EA	825		825								
		Design	6,561				6,561						
		Property	7,407					7,407					
		Utility Relocate	1,069					1,069					
		Construction	46,416						46,416				



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2019-2028 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQU ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6822	Steeles Avenue - Widening from 4 to 6 lanes (with RBL) from Trafalgar to Winston Churchill Boulevard (HHS) (Regional Road 8)	46,051					825		4,128	11,743	727	28,628
		EA	825					825					
		Design	4,128							4,128			
		Property	11,743								11,743		
		Utility Relocate	727									727	
		Construction	28,628										28,628
	6758	10 Side Road - Widening from 2 to 4 lanes from Trafalgar Rd to Winston Churchill Blvd. (HHS) (Regional Road 10)	3,920							550		3,370	
		EA	550							550			
		Design	3,370									3,370	
		Property											
		Utility Relocate											
		Construction											
	7336	Ninth Line - Widening 2 to 4-lanes from Steeles Ave to 10 Side Rd (HHS) (Regional Road 13)	29,491	4,302	25,189								
		EA											
		Design											
		Property	3,400	3,400									
		Utility Relocate	902	902									
		Construction	25,189		25,189								
PR-3036A	6808	Ninth Line - Widening from 2 to 4 lanes from Burnhamthorpe Rd. to Highway 407 (OAK) (Regional Road 13)	14,517		1,550	2,038	160	10,769					
		EA											
		Design	1,550		1,550								
		Property	2,038			2,038							
		Utility Relocate	160				160						
		Construction	10,769					10,769					



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2019-2028 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-3037A	6809	Ninth Line - Widening from 2 to 4 lanes from Dundas St. to Burnhamthorpe Rd. (OAK) (Regional Road 13)	16,812			1,528	4,243		331	10,710			
		EA											
		Design	1,528			1,528							
		Property	4,243				4,243						
		Utility Relocate	331						331				
		Construction	10,710							10,710			
	6824	Brant Street - Widening from 4 to 6 lanes from North Service Road to Dundas Street (BUR) (Regional Road 18)	27,681					825		2,348	7,534	16,974	
		EA	825					825					
		Design	2,348							2,348			
		Property	7,131								7,131		
		Utility Relocate	403								403		
		Construction	16,974									16,974	
PR-2738A	3989	Winston Churchill Blvd. - Widening - 2 to 4 Lanes from 2km south of 5 Side Road to potential by-pass - Halton's share (HHS) (Regional Road 19)	11,819		1,337		500		1,474	8,508			
		EA											
		Design	1,337		1,337								
		Property	500				500						
		Utility Relocate	1,474						1,474				
		Construction	8,508							8,508			
PR-2959A	6448	Winston Churchill Blvd. - Widening 4-6 Lanes from Hwy 401 to Steeles Avenue (Halton's Share) (HHS) (Regional Road 19)	3,886	1,000		501		2,385					
		EA											
		Design											
		Property											
		Utility Relocate	501			501							
		Construction	3,385	1,000				2,385					



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2019-2028 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6846	Winston Churchill Blvd - Widening from 4 to 6 lanes from 2km south of 5 Side Road to 5 Side Road (Halton's share) (HHS) (Regional Road 19)	797								797		
		EA											
		Design	797								797		
		Property											
		Utility Relocate											
		Construction											
	6847	Winston Churchill Boulevard Widening 5-7 Lanes from Steeles Ave to 2 km south of 5 Side Road (Halton's Share) (HHS) (Regional Road 19)	452								452		
		EA											
		Design	452								452		
		Property											
		Utility Relocate											
		Construction											
PR-2666A	5438	Winston Churchill Blvd. - Widening from 4 to 6 Lanes from Dundas St to Upper Middle Rd / QEW (Halton's Share) (OAK) (Regional Road 19)	4,484					304			1,266		2,914
		EA	304					304					
		Design	1,266								1,266		
		Property	2,914										2,914
		Utility Relocate											
		Construction											
	6812	Appleby Line - Widening from 4 to 6 lanes from Fairview Street to Taywood Drive (BUR) (Regional Road 20)	9,425								5,576		3,125
		EA											
		Design	5,576								5,576		
		Property	3,125										3,125
		Utility Relocate	724										
		Construction											724



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2019-2028 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2019 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR										
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
	6803	Burloak Drive - Widening from 4 to 6 lanes from Harvester Rd. to Upper Middle Rd. (BUR/OAK) (Regional Road 21)	7,581								550	3,264	3,373	394
		EA	550								550			
		Design	3,264									3,264		
		Property	3,373										3,373	
		Utility Relocate	394											394
		Construction												
	5845	Tremaine Road - Widening 4 to 6 lanes from Derry Road to Hwy 401 (MIL) (Regional Road 22)	76,027		825		23,589			1,248	50,365			
		EA	825		825									
		Design	6,842				6,842							
		Property	16,747				16,747							
		Utility Relocate	1,248						1,248					
		Construction	50,365							50,365				
	6830	Tremaine Road - Widening from 2 to 4 lanes from Dundas St. to Lower Base Line (BUR/OAK) (Regional Road 22)	41,268	550		10,353		647	29,718					
		EA	550	550										
		Design	4,489			4,489								
		Property	5,864			5,864								
		Utility Relocate	647					647						
		Construction	29,718						29,718					
	6834	Tremaine Road - Widening from 2 to 4 lanes from Lower Base Line to Britannia Rd. (MIL) (Regional Road 22)	27,625		550		3,059	2,794	477	20,745				
		EA	550		550									
		Design	3,059				3,059							
		Property	2,794					2,794						
		Utility Relocate	477						477					
		Construction	20,745							20,745				



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PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6817	Regional Road 25 - Widening from 4 to 6 lanes from Steeles Avenue to 5 Side Rd. (MIL) (Regional Road 25)	23,256	3,643	1,785	431	17,397						
		EA											
		Design	3,643	3,643									
		Property	1,785		1,785								
		Utility Relocate	431			431							
		Construction	17,397				17,397						
	6811	Regional Road 25 - Widening from 2 to 4 lanes from 5 Side Rd. to 10 Side Rd. (HHS) (Regional Road 25)	13,312	550		1,057	3,955	462	7,288				
		EA	550	550									
		Design	1,057			1,057							
		Property	3,955				3,955						
		Utility Relocate	462					462					
		Construction	7,288						7,288				
	6818	Regional Road 25 - Widening from 4 to 6 lanes from Speers Rd. to Highway 407 (OAK) (Regional Road 25)	65,318			7,166		6,945	1,035	50,172			
		EA											
		Design	7,166			7,166							
		Property	6,945					6,945					
		Utility Relocate	1,035						1,035				
		Construction	50,172							50,172			
	6814	Regional Road 25 - Widening from 4 to 6 lanes from Highway 407 to Britannia Rd. (MIL) (Regional Road 25)	54,472		825		5,980	4,838		919	41,910		
		EA	825		825								
		Design	5,980				5,980						
		Property	4,838					4,838					
		Utility Relocate	919							919			
		Construction	41,910								41,910		



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PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6815	Regional Road 25 - Widening from 4 to 6 lanes from Britannia Rd to Derry Rd. (MIL) (Regional Road 25)	24,011				825		2,430	2,978	474	17,304	
		EA	825				825						
		Design	2,430						2,430				
		Property	2,978							2,978			
		Utility Relocate	474								474		
		Construction	17,304									17,304	
PR-2263C	7489	William Halton Parkway (CONSTRUCTION ONLY) - 2 to 4 Lanes from Old Bronte Road to Hospital Gate (OAK) (Regional Road 40)	1,500	1,500									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	1,500	1,500									
PR-2263E	5413	William Halton Parkway - New 4-lane Bridge over 16 Mile Creek (OAK) (Regional Road 40)	45,000	45,000									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	45,000	45,000									
PR-2263F	5273	William Halton Parkway - New 4-lane road from Sixteen Mile Creek to Neyagawa Blvd. (OAK) (Regional Road 40)	13,318	13,318									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	13,318	13,318									



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2019-2028 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQU ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7337	Upper Middle Road - Intersection Operational Improvements (OAK) (Regional Road 38)	5,345	5,345									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	5,345	5,345									
	6825	Upper Middle Road - Widening from 4 to 6 lanes from Appleby Line to Burloak Drive (BUR) (Regional Road 38)	4,673							825		1,739	2,109
		EA	825							825			
		Design	1,739									1,739	
		Property	2,109										2,109
		Utility Relocate											
		Construction											
	7338	Upper Middle Road - Widening from 4 to 6 lanes from Neyagawa Blvd. to Trafalgar Rd. (OAK) (Regional Road 38)	15,554				321		1,837		2,194	336	10,866
		EA	321				321						
		Design	1,837						1,837				
		Property	2,194								2,194		
		Utility Relocate	336									336	
		Construction	10,866										10,866
	7339	Upper Middle Road - Widening from 4 to 6 lanes from Grand Blvd to Ninth Line (OAK) (Regional Road 38)	7,806				321		428		428	139	6,490
		EA	321				321						
		Design	428						428				
		Property	428								428		
		Utility Relocate	139									139	
		Construction	6,490										6,490



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PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6826	Upper Middle Road - Widening from 4 to 6 lanes from Trafalgar Road to Grand Blvd. (OAK) (Regional Road 38)	19,941				535	2,065	2,477	311	14,553		
		EA	535				535						
		Design	2,065					2,065					
		Property	2,477						2,477				
		Utility Relocate	311							311			
		Construction	14,553								14,553		
	6828	Upper Middle Road - Widening from 4 to 6 lanes from Bronte Rd. to Neyagawa Blvd. (OAK) (Regional Road 38)	43,416				825	-	4,416	6,045	810	31,320	
		EA	825				825						
		Design	4,416						4,416				
		Property	6,045							6,045			
		Utility Relocate	810								810		
		Construction	31,320									31,320	
	6829	Upper Middle Road - Widening from 4 to 6 lanes from Ninth Line to Winston Churchill Blvd. (OAK) (Regional Road 38)	23,027					825		2,579	1,359	394	17,870
		EA	825					825					
		Design	2,579							2,579			
		Property	1,359								1,359		
		Utility Relocate	394									394	
		Construction	17,870										17,870
	6757	"5 1/2 Line" - New 6-lane road from Britannia Road. to Steeles Avenue and Interchange at Highway 401 (MIL)	48,483					566		9,082		38,835	
		EA	566					566					
		Design	9,082							9,082			
		Property	38,835									38,835	
		Utility Relocate											
		Construction											



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PROJECT FORECAST LISTING 2019 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR										
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
	6810	North Service Road New 4-lane road from Burloak Drive to Bronte Road (BUR/OAK)	2,722									1,100		1,622
		EA	1,100									1,100		
		Design	1,622											1,622
		Property												
		Utility Relocate												
		Construction												
PR-2921A	7494	Norval Bypass (HHS)	23,520	1,523	4,258	17,739								
		EA												
		Design	1,523	1,523										
		Property	4,118		4,118									
		Utility Relocate	140		140									
		Construction	17,739			17,739								
	7809	Wycroft Road Extension (OAK)	64,077	8,322	55,755									
		EA												
		Design	3,822	3,822										
		Property	4,500	4,500										
		Utility Relocate												
		Construction	55,755		55,755									
	7375	Active Transportation Infill Projects (Region-wide)	3,416	1,374	942		877	223						
		Study	3,416	1,374	942		877	223						
		Design												
		Property												
		Utility Relocate												
		Construction												



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PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7493	Active Transportation New Off Road Capital Projects (Region-wide)	22,531	1,438	3,794	242	1,928	1,729	3,415	4,421	899	2,411	2,254
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	22,531	1,438	3,794	242	1,928	1,729	3,415	4,421	899	2,411	2,254
		Sub-Total	1,359,094	231,404	208,080	63,885	106,444	74,380	108,648	193,931	99,978	173,434	98,910
Maintenance Activities													
PR-2887A	6853	Centre-median landscaping Improvements (Region-wide)	624	156		104	52	52	52	52	52	52	52
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	624	156		104	52	52	52	52	52	52	52
PR-2389A	5641	Traffic Signal Controller, timer and signing upgrades various intersections (Region-wide)	7,494	780	780	780	780	780	780	780	780	627	627
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	7,494	780	780	780	780	780	780	780	780	627	627
PR-2890A	6856	Traffic Signal Interconnect (Region-wide)	1,570	157	157	157	157	157	157	157	157	157	157
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	1,570	157	157	157	157	157	157	157	157	157	157



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2019-2028 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-2891A	6857	Operational Improvements (Region-wide)	5,230	323	723	523	523	523	523	523	523	523	523
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	5,230	323	723	523	523	523	523	523	523	523	523
PR-2515A	5746	LED Street Light Replacement Program (Region-wide)	3,679	2,500	131	131	131	131	131	131	131	131	131
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	3,679	2,500	131	131	131	131	131	131	131	131	131
PR-2662A	6106	Retaining Wall Rehabilitation and Replacement - Various Locations (Region-wide)	1,345	135	50	106	50	50	401	50	50	403	50
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	1,345	135	50	106	50	50	401	50	50	403	50
PR-2416A	5642	Bridge Inspections & Evaluation Studies (Region-wide)	977	50	132	50	142	50	147	50	153	50	153
		Study	977	50	132	50	142	50	147	50	153	50	153
		Design											
		Property											
		Utility Relocate											
		Construction											



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PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-2073A	4743	Retrofit Noise Attenuation Barriers - Various Locations (Region-wide)	1,000	100	100	100	100	100	100	100	100	100	100
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	1,000	100	100	100	100	100	100	100	100	100	100
PR-2280A	5173	Misc. Bridges & Culverts Rehabilitation & Replacement Program (Region-wide)	5,991	261	250	373	1,462	250	250	250	250	250	2,395
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	5,991	261	250	373	1,462	250	250	250	250	250	2,395
PR-2043A	4370	Emergency Diversion Route Signing for Road Closure Action Plan (Region-wide)	418	261	157								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	418	261	157								
	7377	Intelligent Transportation System Implementation (Region-wide)	11,000	2,500	3,500	2,500	2,500						
		EA											
		Design	500		500								
		Property											
		Utility Relocate											
		Construction	10,500	2,500	3,000	2,500	2,500						

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2019-2028 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7666	Storm Pump Stations (REG) (Region-Wide)	4,007				485	840	840	840	481	481	40
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	4,007				485	840	840	840	481	481	40
	7808	Regional Road Tree Replacement (REG) (Region-wide)	200	200									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	200	200									
		Sub-Total	43,535	7,423	5,980	4,824	6,382	2,933	3,381	2,933	2,677	2,774	4,228
Non-Infrastructure Solutions													
PR-1322A	7567	Misc. R.O.W. Purchases and Road Dedication Engineering & Surveys (Region-wide)	2,090	209	209	209	209	209	209	209	209	209	209
		Study	100	10	10	10	10	10	10	10	10	10	10
		Design											
		Property	1,990	199	199	199	199	199	199	199	199	199	199
		Utility Relocate											
		Construction											
PR-2192A	5017	Transportation Infrastructure Management System (Region-wide)	570	30	60	60	60	60	60	60	60	60	60
		Study	570	30	60	60	60	60	60	60	60	60	60
		Design											
		Property											
		Utility Relocate											
		Construction											



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PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-2262A	7568	MTO Highway Studies (Region-wide)	1,310	131	131	131	131	131	131	131	131	131	131
		Study	1,310	131	131	131	131	131	131	131	131	131	131
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2258A	5196	Smart Commute Travel Demand Management Initiative (Region-wide)	3,560	356	356	356	356	356	356	356	356	356	356
		Study	3,560	356	356	356	356	356	356	356	356	356	356
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2319A	5425	Speed Reduction Education & Enforcement Campaign (Region-wide)	520	52	52	52	52	52	52	52	52	52	52
		Study	520	52	52	52	52	52	52	52	52	52	52
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2315A	5431	Traffic and Screen Line Counts & Studies (Region-wide)	1,778	157	157	261	157	157	157	157	261	157	157
		Study	1,778	157	157	261	157	157	157	157	261	157	157
		Design											
		Property											
		Utility Relocate											
		Construction											



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PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-2316A	5432	Road Needs Study Update (Region-wide)	500	50	50	50	50	50	50	50	50	50	50
		Study	500	50	50	50	50	50	50	50	50	50	50
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2415A	5643	Traffic Operations & Safety Related Studies (Region-wide)	1,680	168	168	168	168	168	168	168	168	168	168
		Study	1,680	168	168	168	168	168	168	168	168	168	168
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2526A	5644	Region-wide Traffic Operations Study Update	1,246				523						723
		Study	1,246				523						723
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2414A	5444	Transportation Master Plan Study (Region-wide)	2,092					1,046					1,046
		Study	2,092					1,046					1,046
		Design											
		Property											
		Utility Relocate											
		Construction											



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PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR2877A	6832	Data Management Group (Region-wide)	1,570	157	157	157	157	157	157	157	157	157	157
		EA	1,570	157	157	157	157	157	157	157	157	157	157
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-3070A	6833	Transportation Tomorrow Survey (Region-wide)	210			105						105	
		EA	210			105						105	
		Design											
		Property											
		Utility Relocate											
		Construction											
	7569	Urban Design Guidelines (Region-wide)	157					157					
		EA	157					157					
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2875A	6831	Active Transportation Master Plan (Region-wide)	744					372					372
		EA	744					372					372
		Design											
		Property											
		Utility Relocate											
		Construction											

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2019-2028 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6836	Regional Road 25/Third Line Alignment Options (MIL)	523		523								
		EA	523		523								
		Design											
		Property											
		Utility Relocate											
		Construction											
	6837	DC Background Study (Region-wide)	942			471						471	
		EA	942			471						471	
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2878A	6858	Cordon Count Data (Region-wide)	626	52	52	105	52	52	52	52	105	52	52
		EA	626	52	52	105	52	52	52	52	105	52	52
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2874A	6838	Growth Management Studies (Region-wide)	5,230	523	523	523	523	523	523	523	523	523	523
		EA	5,230	523	523	523	523	523	523	523	523	523	523
		Design											
		Property											
		Utility Relocate											
		Construction											



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2019-2028 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQU ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7672	Replacement Noise Attenuation Studies (REG) (Region-wide)	550	50	100		100		100		100		100
		Study	550	50	100		100		100		100		100
		Design											
		Property											
		Utility Relocate											
		Construction											
	7675	Storm Sewer Inspections, Studies, and Needs Assessments (REG) (Region-wide)	200	100	100								
		Study	200	100	100								
		Design											
		Property											
		Utility Relocate											
		Construction											
	7835	Integrated Linear Infrastructure Engineering Design Guidelines and Standard Drawings Manual. (REG)	249	249									
		Study	249	249									
		Design											
		Property											
		Utility Relocate											
		Construction											
		Sub-Total	24,255	2,284	2,638	2,648	2,538	2,444	2,015	1,915	2,748	2,638	2,387
Renewal and Rehabilitation Activities													
PR-2888A	6854	New Traffic Signals - Development (Region-wide)	17,190	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	17,190	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719



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2019-2028 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-2889A	6855	New Signalized Intersections (Region-wide)	7,664		128	1,256	628	1,256	628	1,256	628	1,256	628
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	7,664		128	1,256	628	1,256	628	1,256	628	1,256	628
PR-3035A	7142	Miscellaneous Works Related to Road Resurfacing (Region-wide)	7,280	917	773	859	971	838	660	549	442	767	504
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	7,280	917	773	859	971	838	660	549	442	767	504
PR-2314A	5426	Active Transportation Initiatives (Region-wide)	888	51	51	51	105	105	105	105	105	105	105
		Study	888	51	51	51	105	105	105	105	105	105	105
		Design											
		Property											
		Utility Relocate											
		Construction											
	7799	Road Resurfacing (REG) (Region-wide)	77,570	9,713	8,288	9,212	10,366	8,845	6,981	5,798	4,953	8,019	5,395
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	77,570	9,713	8,288	9,212	10,366	8,845	6,981	5,798	4,953	8,019	5,395
		Sub-Total	110,592	12,400	10,959	13,097	13,789	12,763	10,093	9,427	7,847	11,866	8,351



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2019-2028 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQU ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Replacement Activities													
	7438	Guelph Line & 1 Side Road - Intersection Improvements (BUR) (Regional Road 1)	2,138	2,138									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	2,138	2,138									
	3991	Trafalgar Road - Grade Separation at CN Crossing North of Maple Ave (HHS) (Regional Road 3)	27,129		305	26,824							
		EA											
		Design											
		Property											
		Utility Relocate	305		305								
		Construction	26,824			26,824							
	5376	Trafalgar Road - Grade Separation at Metrolinx Crossing South of Hwy 7 (HHS) (Regional Road 3)	17,391		305	17,086							
		EA											
		Design											
		Property											
		Utility Relocate	305		305								
		Construction	17,086			17,086							
PR-2672B	5384	Dundas Street - Grade Separation at CNR Crossing between Appleby Line and Tremaine Rd (BUR) (Regional Road 5)	17,268	17,268									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	17,268	17,268									



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2019-2028 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7486	Derry Road (CONSTRUCTION ONLY) - Reconstruction from Milborough Line to McNiven Road (MIL) (Regional Road 7)	3,636					585			3,051		
		EA											
		Design	585					585					
		Property											
		Utility Relocate											
		Construction	3,051								3,051		
PR-2144B	7491	Winston Churchill Blvd. - 2 lane Reconstruction from 5 Side Road to 10 Side Road (HHS) (Regional Road 19)	6,686	789	1,000	500	4,397						
		EA											
		Design	789	789									
		Property	1,000		1,000								
		Utility Relocate	500			500							
		Construction	4,397				4,397						
PR-2236A	7492	Winston Churchill Blvd. (CONSTRUCTION ONLY) - 2 lane Reconstruction from Old Pine Road to 17 Side Road (HHS) (Regional Road 19)	3,258	1,000	500	1,758							
		EA											
		Design											
		Property	1,000	1,000									
		Utility Relocate	500		500								
		Construction	1,758			1,758							
PR-2464A	5312	Winston Churchill Blvd. - 2 lane Reconstruction from Credit River Bridge to Old Pine Road (HHS) (Regional Road 19)	2,715	500	1,000	1,215							
		EA											
		Design											
		Property	500	500									
		Utility Relocate	1,000		1,000								
		Construction	1,215			1,215							



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2019-2028 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2019 (000 DOLLARS)														
PR NO	UNIQU ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR										
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
PR-2867C	7689	Appleby Line at Harvester Road - Intersection Improvements (BUR) (Regional Road 20)	6,767								2,992	3,775		
		EA												
		Design	2,992								2,992			
		Property												
		Utility Relocate												
		Construction	3,775									3,775		
	7485	Burloak Drive (CONSTRUCTION ONLY) – 4 lane urbanization from north of QEW to Upper Middle Road (BUR/OAK) (Regional Road 21)	4,384							4,384				
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	4,384							4,384				
	6885	Vehicle Replacements - Transportation (Region-wide)	257					41			216			
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	257					41			216			
	7682	Regional Road 25 Reconstruction from North of Main Street to 32 Side Road (HHS) (Regional Road 25)	1,633							78	1,555			
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	1,633							78	1,555			

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2019-2028 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2019 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR										
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
	7683	Brant Street Reconstruction from Fairview Street to QEW (BUR) (Regional Road 18)	3,995									190	3,805	
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	3,995									190	3,805	
	7739	Derry Road Reconstruction from Guelph Line to Walkers Line, and Derry Road Reconstruction from Appleby Line to Tremaine Road (MIL)	5,388									257	5,131	
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	5,388									257	5,131	
	7740	Campbellville Road Reconstruction from Milborough Line to Campbell Avenue (MIL)	4,284									204	4,080	
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	4,284									204	4,080	
	7741	Derry Road Reconstruction from Twiss to Guelph Line, and Derry Road Reconstruction from Walkers Line to Appleby Line (BUR)	4,040									36	364	3,640
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	4,040									36	364	3,640



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2019-2028 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7674	Replacement Noise Attenuation Barriers (REG) (Region-wide)	8,165	214	486	911	151	1,545	549	1,662	733	1,578	336
		EA											
		Design	935	214	91		151	39	160	58	155	30	37
		Property											
		Utility Relocate											
		Construction	7,230		395	911		1,506	389	1,604	578	1,548	299
	7676	Guelph Line Reconstruction from Colling Road to Britannia Road (BUR) (Regional Road 1)	2,550	232	2,318								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	2,550	232	2,318								
	7677	Guelph Line Reconstruction from No. 20 Side Road to No. 25 Side Road (MIL) (Regional Road 1)	4,220	384	3,836								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	4,220	384	3,836								
	7678	Guelph Line Reconstruction from No. 25 Side Road to No. 30 Side Road (MIL) (Regional Road 1)	4,223	384	3,839								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	4,223	384	3,839								

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2019-2028 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	Gross Cost	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7679	Guelph Line Reconstruction from No. 30 Side Road to No. 32 Side Road (MIL) (Regional Road 1)	1,577	144	1,433								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	1,577	144	1,433								
	7671	Storm System Construction (REG) (Region-wide)	2,000				2,000						
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	2,000				2,000						
		Sub-Total	131,154	22,821	12,704	48,294	6,548	2,171	5,011	9,476	5,195	14,958	3,976
		TOTAL Required Financing	1,673,272	276,564	242,679	132,748	135,701	95,737	129,148	217,682	118,445	205,670	118,898



HALTON REGION

Budget and Business Plan 2019

Waste Management

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WASTE MANAGEMENT-CAPITAL

BUDGET & BUSINESS PLAN

2019 WASTE MANAGEMENT SYSTEM PROJECT LISTING 2019 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
Expansion Activities										
PR-3172	5629	Halton Waste Management Site- Cell 4 West (REG)	225				225			
	7784	Halton Waste Management Site Optimization Implementation – Design & Construction (REG) (Master Plan)	420				420			
	7836	HWMS - Scalehouse Building Repairs (REG)	150				150			
		Sub-total	795				795			
Maintenance Activities										
PR-3238	6994	Closed Landfill Environmental Management Plan - 2019 - 2020 (REG)	300				300			
		Sub-total	300				300			
Renewal/Rehabilitation Activities										
PR-3237	7292	Bayview Closed Landfill - Pump Station Upgrades (BUR)	1,500				1,500			
		Sub-total	1,500				1,500			
Replacement Activities										
PR-2901	6888	Vehicle Replacements - Waste Management (REG)	691				691			
	7787	Transfer Station - Organics - Roof Replacement (REG)	70				70			



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2019 WASTE MANAGEMENT SYSTEM PROJECT LISTING 2019 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
		Sub-total	761				761			
		Total	3,356				3,356			
		Summary								
		Expansion Activities	795				795			
		Maintenance Activities	300				300			
		Renewal/Rehabilitation Activities	1,500				1,500			
		Replacement Activities	761				761			
		Grand Total	3,356				3,356			



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2019-2028 WASTE MANAGEMENT FORECAST PROJECT FORECAST LISTING WASTE MANAGEMENT 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Expansion Activities													
PR-1742	3687	Halton Waste Management Site - Litter Control Fence (REG)	110		50					60			
PR-3172	5629	Halton Waste Management Site- Cell 4 West (REG)	17,725	225				2,500			15,000		
PR-2741	6222	Landfill Gas System (REG)	1,625		260	175	550	50	30	300	110	150	
PR-3173	6998	Buildings Assessment for Household Hazardous Waste - Study (REG)	20				20						
PR-3025	7009	HWMS Optimization Study Implementation (REG)	100				100						
PR-3188	7141	Halton Waste Management Site - Final Cover - Erosion Control & Vegetation - Cell 3 (REG)	370		150			100			120		
	7229	Transfer Station - Organics - Construction (REG)	7,100					7,100					
	7784	Halton Waste Management Site Optimization Implementation – Design & Construction (REG) (Master Plan)	2,205	420	625	1,160							
	7836	HWMS - Scalehouse Building Repairs (REG)	150	150									
		Sub-total	29,405	795	1,085	1,335	670	9,750	90	15,420	110	150	
Maintenance Activities													
PR-3238	6994	Closed Landfill Environmental Management Plan - 2019 - 2020 (REG)	300	300									
	6995	Closed Landfill Environmental Management Plan - 2023-2024 (REG)	425					125	300				
		Sub-total	725	300				125	300				
Non-Infrastructure Solutions													



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2019-2028 WASTE MANAGEMENT FORECAST PROJECT FORECAST LISTING WASTE MANAGEMENT 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-2368	5479	Halton Waste Management Site - Purchase Buffer Lands (REG)	2,000		500		500		500		500		
	6997	Solid Waste Management Strategy 2023 (REG)	500					500					
		Sub-total	2,500		500		500	500	500	500		500	
Renewal/Rehabilitation Activities													
PR-3237	7292	Bayview Closed Landfill - Pump Station Upgrades (BUR)	1,500	1,500									
	6880	Halton Waste Management Site - Roads 5 and 6 Upgrades and Surfacing (REG)	520			120	400						
	6993	Halton Waste Management Site - Scales Upgrade - 2021 (REG)	50			50							
PR-3239	6999	Building Assessment for Household Hazardous Waste - Rehab (REG)	100					100					
	7218	Oakville 4th Line (Closed) Landfill - Pump Station Upgrades (REG)	150						150				
	7219	Halton Waste Management Site - Scales Upgrade - 2026 (REG)	50								50		
	7288	Halton Waste Management Site - Pump Station 1 - Upgrades (REG)	200		200								
PR-3236	7290	Armstrong Closed Landfill - Stormwater Sewer (REG)	25					25					
	7293	Armstrong Closed Landfill - Pump Station Upgrades (REG)	100				100						
	7638	Halton Waste Management Site - Grey Water Tank Replacement (REG)	30									30	



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2019-2028 WASTE MANAGEMENT FORECAST PROJECT FORECAST LISTING WASTE MANAGEMENT 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7639	Halton Waste Management Site - Gas Collection System (REG)	125										125
	7641	Halton Waste Management Site - Leachate System (REG)	515									50	465
	7642	Halton Waste Management Site - Site Works (REG)	584									50	534
	7643	Georgetown And Bayview - Flow Meter (REG)	20									20	
	7644	Bayview Closed Landfill - Pump Station (REG)	20									20	
		Sub-total	3,989	1,500	200	170	500	125	150		50	170	1,124
Replacement Activities													
PR-2901	6888	Vehicle Replacements - Waste Management (REG)	2,457	691	190	26		226	374	213	525	212	
PR-3235	7003	GPS System Landfill Equipment Replacement - 2026 (REG)	150								150		
	7006	Equipment Replacement - Bulldozer - 2024 (REG)	1,400						1,400				
	7094	Equipment Replacement - Compactor - 2023 (REG)	1,500					1,500					
	7291	Halton Waste Management Site - Tarping Machine Replacement (REG)	75		75								
	7787	Transfer Station - Organics - Roof Replacement (REG)	70	70									
	7795	Halton Waste Management Site - Buildings Management Site - 2028 (REG)	148										148
	7796	Halton Waste Management Facility - SCADA Upgrades (REG)	579			174	405						
		Sub-total	6,379	761	265	200	405	1,726	1,774	213	675	212	148



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2019-2028 WASTE MANAGEMENT FORECAST PROJECT FORECAST LISTING WASTE MANAGEMENT 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
		Total Required Financing	42,998	3,356	2,050	1,705	2,075	12,226	2,814	15,633	1,335	532	1,272



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Other Regional Programs

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2019 OTHER REGIONAL PROGRAMS											
PROJECT LISTING 2019 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
Finance											
Information Technology											
T5410A	CST000001	Desktop Growth Licensing	127		127			127			
T5410B	CST000002	ERP Growth Licensing	45		45			45			
T5460A	CST000006	Technology - Replacement Servers	168		168			168			
T5460B	CST000007	Technology - Replacement Network	390		390			390			
T5450A	CST000008	Technology Infrastructure - New	131		131			131			
T5440A	CST000010	Microcomputer - Replacement	721		721			721			
T5470B	CST000015	Long Term Care Systems Replacement	50		50			50			
T5410D	CST000021	GIS Growth Licensing	30		30			30			
T5410E	CST000022	Security Infrastructure Growth Licensing	5		5			5			
T5410F	CST000023	Customer Service Growth Licensing	50		50			50			
T5410H	CST000024	Collaboration & Doc. Mngt Licensing	50		50			50			
T5430C	CST000031	Voice New	49		49			49			
T5440B	CST000032	Printers Replacement	120		120			120			
T5450B	CST000033	New Servers	115		115			115			
T5480A	CST000038	Water Lab Information System	25		25			25			
T5480C	CST000040	W/WW Application Maintenance	90		90			90			
T5440C	CST000041	Voice Replacement	50		50			50			
T5420N	CST000043	Waste Management Systems Upgrade	20		20			20			
T5410T	CST000045	Region Aerial Photography	90		90			90			
T5440D	CST000047	PS Mobile Computer Replace	18		18			18			
T5410J	CST000049	PS Growth Licensing	4		4			4			
T5460G	CST000069	SCADA Infrastructure/Server Replacement	75		75			75			
T5480K	CST000082	Maint. Work Management Replacement	100		100			100			
T5471H	CST000092	PS - Wireless	22		22			22			
T5480L	CST000093	PW CMMS Growth Licensing	60		60			60			
T5410Q	CST000103	DATS License Growth	8		8			8			
T5471L	CST000108	PS - Dispatch Connectivity	120		120			120			
T5420A	CST000110	Siebel System Upgrade	100		100			100			



CAPITAL BUDGET
OTHER REGIONAL PROGRAMS-CAPITAL

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2019 OTHER REGIONAL PROGRAMS											
PROJECT LISTING 2019 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
T5420E	CST000111	SAP System Upgrade	200		200			200			
T5420MA	CST000112	GIS System Upgrade	20		20			20			
T5420JB	CST000115	SharePoint Upgrade	75		75			75			
T5420J	CST000116	Sire Upgrade/Replacement	100		100			100			
T5420FA	CST000117	Non-Enterprise Systems Upgrade/Replac	168		168			168			
T5420VA	CST000118	Halton.ca Upgrade/Replacement	100		100			100			
T5420MC	CST000123	New Non-Enterprise Systems	108		108			108			
T5471K	CST000124	Enterprise WorkForce Mgmt - Paramedics	240		240			240			
T5422I	CST000130	Information Mgmt - Public Works	90		90			90			
T5420V	CST000132	Halton Central Replacement Phases 2 & 3	100		100			100			
T5410R	CST000133	Non-Enterprise Systems Growth Licensing	22		22			22			
T5420MD	CST000138	Enterprise Sytem Enhancements	195		195			195			
T5420MF	CST000142	Service Access Strategy	350		350			350			
	CST000146	Child Care Management System	80		80			80			
T5420YA	CST000148	DATS Replacement - Phase 2	100		100			100			
	CST000151	Immunization (Panorama)	40		40			40			
	CST000152	Emergency Mass Notification System	50		50			50			
	CST000153	Health Electronic Records	100		100			100			
	CST000154	Purchasing - System Implementation	150		150			150			
	CST000156	Planning - Employment Survey	75		75			75			
	CST000157	Enterprise Risk Management Solution	60		60			60			
		Division Sub-total	5,256		5,256			5,256			
Other											
T5219A	CSB000009	Growth Studies	305		305	86	216	3			
		Division Sub-total	305		305	86	216	3			
		Department Sub-total	5,561		5,561	86	216	5,259			



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BUDGET & BUSINESS PLAN

2019 OTHER REGIONAL PROGRAMS PROJECT LISTING 2019 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
Health Other	HO000007	Vaccine Fridges	15		15			15			
		Division Sub-total	15		15			15			
Paramedic Services											
	HAM000014	PS Vehicles	1,309		1,309	24	182	1,103			
	HAM000016	PS Master Plan	40		40			40			
	HAM000018	Power Stretchers	51		51			51			
		Division Sub-total	1,400		1,400	24	182	1,194			
		Department Sub-total	1,415		1,415	24	182	1,209			



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BUDGET & BUSINESS PLAN

2019 OTHER REGIONAL PROGRAMS											
PROJECT LISTING 2019 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUB/Y/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
Legislative & Planning Services											
Asset Management											
T5014A	CSA000002	Facility Office Space Accommodation	600		600			600			
T5021A	CSA000011	Landfill - Rehab & Replacement	66		66			66			
T5029A	CSA000022	Building Automation System - Replacement	181		181			181			
	CSA000037	Non-Emergency Vehicle Replacement	70		70			70			
T5038A	CSA000039	Equipment - Building Sciences Investigat	74		74			74			
T5044A	CSA000040	First Line Properties	200		200			200			
T5042A	CSA000045	Childcare Centres LTC	30		30			30			
T5025E	CSA000060	NOC - Interior Finishes	30		30			30			
T5025G	CSA000062	NOC - HVAC	50		50			50			
T5032B	CSA000067	WOC - Exterior Closures	50		50			50			
T5032D	CSA000068	WOC - Interior Construction	120		120			120			
T5032F	CSA000070	WOC - HVAC	42		42			42			
T5020C	CSA000075	EMS - Station #02	135		135			135			
T5020D	CSA000076	EMS - Station #04	30		30			30			
T5020E	CSA000077	EMS - Station #05	100		100			100			
T5022B	CSA000081	LTC - Allendale	1,300		1,300			1,300			
T5022C	CSA000082	LTC - Creek Way	360		360			360			
T5022D	CSA000083	LTC - Post Inn	340		340			340			
T5020I	CSA000101	EMS - Station #12	100		100			100			
T5048A	CSA000107	Fleet Equipment - Replacement	23		23			23			
T5032J	CSA000109	WOC - Special Construction	15		15			15			
Division Sub-total			3,916		3,916			3,916			
Planning											
T8019A	PPLN000002	Planning Litigation - OMB & Other Hearings	1,400		1,400			1,400			
T8022A	PPLN000009	Forest Management Program	20		20			20			
	PPLN000017	Regional Official Plan Imp (2019)	350		350	50	123	177			
	PPLN000024	Vehicle Replacements - Planning	30		30			30			



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2019 OTHER REGIONAL PROGRAMS											
PROJECT LISTING 2019 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
T7103B	PPLN000028	CHS - Assisted Housing Development	9,000		9,000		2,300	6,700			
	PPLN000030	Burloak Waterfront Park	550		550	22	423	105			
	PPLN000034	Burlington Beach - Land	8,482		8,482			8,482			
	PPLN000040	IAH-E - Assisted Housing Development	750		750			750			
		Division Sub-total	20,582		20,582	72	2,846	17,664			
		Department Sub-total	24,498		24,498	72	2,846	21,580			
Social & Community Services											
Childrens Services											
T7009A	SCS000002	Capital Improvement Support	50		50			50			
		Division Sub-total	50		50			50			
Services for Seniors											
T7200B	SNR000012	Allendale Equipment Replacement	228	20	208			208			
T7200C	SNR000013	Post Inn Equipment Replacement	260	23	237			237			
T7200D	SNR000014	Creek Way Village Equipment Replacement	162	14	148			148			
		Division Sub-total	650	57	593			593			
		Department Sub-total	700	57	643			643			



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BUDGET & BUSINESS PLAN

2019 OTHER REGIONAL PROGRAMS PROJECT LISTING 2019 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
		Total	32,174	57	32,117	182	3,244	28,691			
		Summary									
		Finance									
		Financial Planning & Budgets	305		305	86	216	3			
		Information Technology	5,256		5,256			5,256			
		Health									
		Health - Other	15		15			15			
		Paramedic Services	1,400		1,400	24	182	1,194			
		Legislative & Planning Services									
		Asset Management	3,916		3,916			3,916			
		Planning	20,582		20,582	72	2,846	17,664			
		Social & Community Services									
		Childrens Services	50		50			50			
		Services for Seniors	650	57	593			593			
		Grand Total	32,174	57	32,117	182	3,244	28,691			



CAPITAL BUDGET
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BUDGET & BUSINESS PLAN

2019-2028 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2019-2028 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Finance Information Technology													
T5410A	CST000001	Desktop Growth Licensing	460	127	35	36	36	37	37	38	38	38	38
T5410B	CST000002	ERP Growth Licensing	450	45	45	45	45	45	45	45	45	45	45
T5460A	CST000006	Technology - Replacement Servers	1,932	168	273	77	147	196	210	315	119	189	238
T5460B	CST000007	Technology - Replacement Network	4,450	390	280	405	500	255	535	585	500	500	500
T5450A	CST000008	Technology Infrastructure - New	2,345	131	159	178	171	201	301	301	301	301	301
T5440A	CST000010	Microcomputer - Replacement	9,100	721	860	1,069	751	834	1,058	1,192	641	926	1,048
T5470B	CST000015	Long Term Care Systems Replacement	650	50	150		50	150		50	150		50
T5410D	CST000021	GIS Growth Licensing	337	30	32	35	35	35	35	30	35	35	35
T5410E	CST000022	Security Infrastructure Growth Licensing	50	5	5	5	5	5	5	5	5	5	5
T5410F	CST000023	Customer Service Growth Licensing	500	50	50	50	50	50	50	50	50	50	50
T5410H	CST000024	Collaboration & Doc. Mngt Licensing	688	50	55	60	65	70	78	75	75	80	80
T5430C	CST000031	Voice New	266	49	23	23	24	24	24	24	25	25	25
T5440B	CST000032	Printers Replacement	1,848	120	318	254	45	168	128	326	124	195	170
T5450B	CST000033	New Servers	1,521	115	115	135	148	148	148	178	178	178	178
T5460F	CST000037	Computer Room Envelope	450		25	75	50		100	100			100
T5480A	CST000038	Water Lab Information System	850	25	100	100	100	100	100	100	100	25	100
T5480C	CST000040	W/WW Application Maintenance	960	90	90	90	90	100	100	100	100	100	100
T5440C	CST000041	Voice Replacement	1,595	50	326	164	240	340	75	100	100	100	100
T5420N	CST000043	Waste Managment Systems Upgrade	195	20	75				20	80			
T5410T	CST000045	Region Aerial Photography	495	90		95		100		105		105	
T5440D	CST000047	PS Mobile Computer Replace	1,565	18	383		42	54	416	12	72	84	484
T5410J	CST000049	PS Growth Licensing	137	4	4	22	17	34	4	17	9	17	9



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BUDGET & BUSINESS PLAN

2019-2028 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2019-2028 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
T5420Q	CST000054	Asset Reporting Sys Upgrade/Rplcmt Riva	300					150					150
T5460G	CST000069	SCADA Infrastructure/Server Replacement	576	75	84		24	105	75	42	42	24	105
T5471E	CST000070	PS - Dispensing system replacement	500			250							250
T5471F	CST000072	PS - ePCR System Replacement	480		240							240	
T5480K	CST000082	Maint. Work Management Replacement	1,050	100	100	100	150	50	50	50	200	200	50
T5471H	CST000092	PS - Wireless	568	22	192	18	13	15	26	237	16	14	15
T5480L	CST000093	PW CMMS Growth Licensing	500	60	60	60	60	60	40	40	40	40	40
T5471I	CST000100	PS - Information Sys. Repl.	135					75	30	30			
T5410Q	CST000103	DATS License Growth	40	8	3	3	3	3	4	4	4	4	4
T5460H	CST000107	Council AV Equip. Repl.	200							200			
T5471L	CST000108	PS - Dispatch Connectivity	240	120					120				
T5471M	CST000109	Enterprise WFM - PS Upgrade/Replacement	300		100			100			100		
T5420A	CST000110	Siebel System Upgrade	500	100		100		100		100		100	
T5420E	CST000111	SAP System Upgrade	960	200		200			280			280	
T5420MA	CST000112	GIS System Upgrade	320	20		50	50		50	50		50	50
	CST000113	DATS Upgrade Replacement	500		100			200			200		
T5420FB	CST000114	Microsoft/Office Upgrade	200					100					100
T5420JB	CST000115	SharePoint Upgrade	300	75		75		75			75		
T5420J	CST000116	Sire Upgrade/Replacement	365	100		90	25			75	75		
T5420FA	CST000117	Non-Enterprise Systems Upgrade/Replace	1,118	168	60	125	150	75	125	80	125	85	125
T5420VA	CST000118	Halton.ca Upgrade/Replacement	450	100			50	100	50		50	50	50
T5420MC	CST000123	New Non-Enterprise Systems	1,158	108	120	125	150	75	125	80	125	125	125
T5471K	CST000124	Enterprise WorkForce Mgmt - Paramedics	240	240									



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2019-2028 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2019-2028 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
T5420EC	CST000125	Enterprise WorkForce Mgmt - Corporate	300							300			
T5420MB	CST000127	Information Management - Open Data	150		50			50				50	
T5471J	CST000128	Information Mgmt - PS Data Warehouse	200					100					100
T5422I	CST000130	Information Mgmt - Public Works	230	90						90			50
T5420JA	CST000131	Integration Platform Upgrd/Rplce-Biztalk	300			200						100	
T5420V	CST000132	Halton Central Replacement Phases 2 & 3	350	100				100	50			50	50
T5410R	CST000133	Non-Enterprise Systems Growth Licensing	220	22	22	22	22	22	22	22	22	22	22
T5420R	CST000134	IT Service Request & Asset Mgmt Rplce	150			50				50			50
T5420U	CST000135	IPFS Replacement	150			50				50			50
T5420X	CST000136	Debenture Management System Replacement	150			50				50			50
T5420MD	CST000138	Enterprise Sytem Enhancements	1,175	195	115	110	130	100	100	95	110	110	110
T5420MF	CST000142	Service Access Strategy	800	350	250	200							
	CST000146	Child Care Management System	80	80									
T5420YA	CST000148	DATS Replacement - Phase 2	100	100									
	CST000151	Immunization (Panorama)	40	40									
	CST000152	Emergency Mass Notification System	50	50									
	CST000153	Health Electronic Records	100	100									
	CST000154	Purchasing - System Implementation	800	150	200	250	200						
	CST000156	Planning - Employment Survey	75	75									
	CST000157	Enterprise Risk Management Solution	60	60									
Other													
T5219A	CSB000009	Growth Studies	4,678	305	814	610	305	305	305	814	610	305	305
		Finance	52,002	5,561	5,913	5,656	3,943	4,906	5,461	5,747	4,661	4,847	5,307



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BUDGET & BUSINESS PLAN

2019-2028 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2019-2028 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Health													
Other													
	HO000005	Public Health Vehicle	51							51			
	HO000007	Vaccine Fridges	185	15			51	51		17	34	17	
Paramedic Services													
	HAM000014	PS Vehicles	18,165	1,309	1,297	1,656	1,549	2,041	1,815	2,342	1,674	2,182	2,300
T6719A	HAM000015	Defibrillators	2,609		41	84	43	44	2,160	46	94	48	49
	HAM000016	PS Master Plan	190	40				150					
	HAM000018	Power Stretchers	2,860	51			54	1,148	1,256	115	177	59	
		Health	24,060	1,415	1,338	1,740	1,697	3,434	5,282	2,520	1,979	2,306	2,349
Legislative & Planning Services													
Asset Management													
T5014A	CSA000002	Facility Office Space Accommodation	6,800	600	900	900	600	600	600	650	650	650	650
T5016A	CSA000004	Region - Accessibility and Security	900		100	100	100	100	100	100	100	100	100
T5018A	CSA000007	Museum - Rehab & Replacement	505		60	56	55	59	55	52	56	55	57
T5021A	CSA000011	Landfill - Rehab & Replacement	1,553	66	75	64	116	99	206	127	65	62	673
T5024A	CSA000015	Region - Building Condition Assessments	2,450		150	700	150	150	150	150	700	150	150
T5026A	CSA000020	Energy Program	900		100	100	100	100	100	100	100	100	100
T5029A	CSA000022	Building Automation System - Replacement	781	181	200	50	50	50	50	50	50	50	50
T5046A	CSA000034	Relocation to HRC	1,200		1,200								
	CSA000037	Non-Emergency Vehicle Replacement	408	70		32		70	47	87		70	32
T5038A	CSA000039	Equipment - Building Sciences Investigat	144	74				35					35
T5044A	CSA000040	First Line Properties	200	200									
T5040A	CSA000043	Woodlands Operation Centre Expansion	31,600		2,000		29,600						



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2019-2028 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2019-2028 (000 DOLLARS)														
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
T5041A	CSA000044	Site Services - Signage	100		50	50								
T5042A	CSA000045	Childcare Centres LTC	335	30	30	30	35	35	35	35	35	35	35	35
T5013Q	CSA000046	HRC - Exterior Closures	1,122		200		46	6					5	865
T5013C	CSA000047	HRC - Roofing	157							37	120			
T5013D	CSA000048	HRC - Interior Construction	415			104	159	12		5	3	96	36	
T5013F	CSA000049	HRC - Interior Finishes	942			14	54	153		124	280	300	17	
T5013H	CSA000050	HRC - Plumbing	453		4	24	94	42		228	10	7	44	
T5013I	CSA000051	HRC - HVAC	1,286		350	167	413	88	33	94	109		32	
T5013J	CSA000052	HRC - Fire Protection	70							70				
T5013K	CSA000053	HRC - Electrical	1,362		319	163	105	269	72	51	39	2	342	
T5013L	CSA000054	HRC - Equipment	194			18	2			4	170			
T5013M	CSA000055	HRC - Furnishings	403		265	25		7		51		55		
T5013O	CSA000056	HRC - Site Improvements	1,544		6		28	6	740	213	72	476	3	
T5025B	CSA000057	NOC - Exterior Closures	10						10					
T5025C	CSA000058	NOC - Interior Construction	15				8					7		
T5025E	CSA000060	NOC - Interior Finishes	135	30	50	50	5							
T5025F	CSA000061	NOC - Plumbing	24				3				21			
T5025G	CSA000062	NOC - HVAC	220	50			15		58	63	14		20	
T5025M	CSA000066	NOC - Civil and Mechanical Utilities	80					80						
T5032B	CSA000067	WOC - Exterior Closures	179	50							14	20	95	
T5032D	CSA000068	WOC - Interior Construction	174	120	9		25				4	16		
T5032E	CSA000069	WOC - Plumbing	50			24	15					11		
T5032F	CSA000070	WOC - HVAC	404	42	48	12	122	59			15	106		



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2019-2028 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2019-2028 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
T5032I	CSA000071	WOC - Equipment	31			27							4
T5032K	CSA000072	WOC - Site Improvements	12				12						
T5020B	CSA000074	EMS - Station #00	465		7	72	79	55		3	30	65	154
T5020C	CSA000075	EMS - Station #02	198	135	17		1		21	9	2	8	5
T5020D	CSA000076	EMS - Station #04	143	30		43	11	19	1	3	10	6	20
T5020E	CSA000077	EMS - Station #05	376	100	203		28	7	2	11	3	21	1
T5020F	CSA000078	EMS - Station #07	249			21	7	48	35	41	20	22	55
T5020G	CSA000079	EMS - Station #08	178		5	5	11	8	8	57	18	21	45
T5020H	CSA000080	EMS - Station #10	65		13	12		2	12	12	6	4	4
T5022B	CSA000081	LTC - Allendale	8,698	1,300	1,002	658	185	501	594	688	1,006	1,109	1,655
T5022C	CSA000082	LTC - Creek Way	2,442	360	264	260	134	202	60	188	5	24	945
T5022D	CSA000083	LTC - Post Inn	2,084	340	167	142	184	150	148	274	220	235	224
T5013E	CSA000085	HRC - Stairs	10				10						
T5013G	CSA000086	HRC - Conveying	455					435		20			
T5013N	CSA000087	HRC - Special Construction	16			8		8					
T5025H	CSA000088	NOC - Fire Protection	4				4						
T5025I	CSA000089	NOC - Electrical	14		4	10							
T5032H	CSA000090	WOC - Electrical	71			3	15			43		10	
T5032N	CSA000091	WOC - Interior Finishes	240						50		50	90	50
T5032M	CSA000092	WOC - Furnishings	38									38	
T5022E	CSA000093	LTC - IT Room - Allendale	20						20				
T5013R	CSA000094	HRC - Civil and Mechanical Utilities	2					2					
T5013P	CSA000095	HRC - Electrical Utilities	179				179						



CAPITAL BUDGET
OTHER REGIONAL PROGRAMS-CAPITAL

2019

BUDGET & BUSINESS PLAN

2019-2028 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2019-2028 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
T5025N	CSA000096	NOC - Electrical Utilities	7										7
T5025O	CSA000097	NOC - Furnishings	38										38
T5032C	CSA000098	WOC - Roofing	20				4						16
T5032O	CSA000100	WOC - Electrical Utilities	10		3		7						
T5020I	CSA000101	EMS - Station #12	353	100	204			7	4	13	8	5	12
T5020J	CSA000102	EMS - Station #14	17		2			2		9		4	
T5020K	CSA000103	EMS - Station #03	176		12	3	11	53	30	18	2	19	28
T5020L	CSA000104	EMS - Station #06	185				10	77	4	11	10	30	43
T5020M	CSA000105	EMS - Station #13	53		1		21	2	5	4		18	2
T5020N	CSA000106	EMS - Storage Room	31				22	9					
T5048A	CSA000107	Fleet Equipment - Replacement	199	23	38	12	12	12	12	12	26	26	26
T5025P	CSA000108	NOC - Roofing	30										30
T5032J	CSA000109	WOC - Special Construction	15	15									
T5032P	CSA000110	WOC - Conveying	90										90
Economic Development													
	ED000001	Halton Heritage Centre	8,000			8,000							
Planning													
T8019A	PPLN000002	Planning Litigation - OMB & Other Hearings	13,900	1,400	2,500	1,000	1,000	1,000	1,500	2,000	1,500	1,000	1,000
T8022A	PPLN000009	Forest Management Program	200	20	20	20	20	20	20	20	20	20	20
	PPLN000017	Regional Official Plan Imp (2019)	1,050	350	350	350							
	PPLN000022	Regional Official Plan Update (2024)	4,000				2,000	1,000	1,000				
	PPLN000024	Vehicle Replacements - Planning	60	30					30				
	PPLN000025	Regional Official Plan Imp (2024)	1,050						350	350	350		
T7103B	PPLN000028	CHS - Assisted Housing Development	97,500	9,000	9,000	9,400	9,450	9,450	11,200	10,000	10,000	10,000	10,000



CAPITAL BUDGET
OTHER REGIONAL PROGRAMS-CAPITAL

2019

BUDGET & BUSINESS PLAN

2019-2028 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2019-2028 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	PPLN000030	Burloak Waterfront Park	550	550									
	PPLN000033	Regional Official Plan (2029)	3,250								750	1,000	1,500
	PPLN000034	Burlington Beach - Land	17,827	8,482	1,700	1,700	1,699	1,699	849	849	849		
	PPLN000035	Burlington Beach - Hydro Tower	12,204		12,204								
	PPLN000036	Burlington Beach - Recreational Works	8,533		2,382						6,151		
	PPLN000037	Burlington Beach - Environmental Restoration	4,937		1,838						3,099		
	PPLN000040	IAH-E - Assisted Housing Development	750	750									
	PPLN000042	20-Year Forest Management Plan	150					150					
		Legislative & Planning Services	248,290	24,498	38,052	24,429	47,016	16,938	18,211	16,926	26,762	16,213	19,245
		Social & Community Services											
		Childrens Services											
T7009A	SCS000002	Capital Improvement Support	500	50	50	50	50	50	50	50	50	50	50
		Services for Seniors											
T7200B	SNR000012	Allendale Equipment Replacement	2,280	228	228	228	228	228	228	228	228	228	228
T7200C	SNR000013	Post Inn Equipment Replacement	2,600	260	260	260	260	260	260	260	260	260	260
T7200D	SNR000014	Creek Way Village Equipment Replacement	1,620	162	162	162	162	162	162	162	162	162	162
		Social & Community Services	7,000	700	700	700	700	700	700	700	700	700	700
		Total Required Financing	331,352	32,174	46,003	32,525	53,356	25,978	29,654	25,893	34,102	24,066	27,601



HALTON REGION

Budget and Business Plan 2019

Halton Regional Police Service

CAPITAL BUDGET

HALTON REGIONAL POLICE SERVICE-CAPITAL

2019

BUDGET & BUSINESS PLAN

2019 HALTON REGIONAL POLICE SERVICE											
PROJECT LISTING 2019 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUB/Y/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
Halton Regional Police Services											
T6838C	PO000002	Business Applications	187		187			187			
T6850B	PO000006	Automated Finger Printing System	120		120			120			
T6865A	PO000013	Facilities - Building Projects/Upgrades	250		250			250			
	PO000014	Tactical Response Vehicle	450		450			450			
T6866A	PO000034	1 District - Consolidated Facility	20,677		20,677			11,930		8,747	
T6836D	PO000043	Computer Replacement	213		213			213			
T6844G	PO000046	Technology Replacements	362		362			362			
T6844E	PO000047	Network Server Replacements	153		153			153			
	PO000056	Police Vehicles	1,365		1,365	75	164	1,126			
	PO000075	1 District - Upgrade 11 Division	100		100	29	71				
	PO000078	Public Safety LTE Network Project	1,239		1,240	325	791	124			
	PO000079	Portal Re-design - Future Phases	100		100			100			
	PO000085	Secure WAN	1,100		1,100			1,100			
	PO000086	P25 Redundancy Enhancements	578		578			578			
	PO000088	Digital Evidence Mgmt System	250		250			250			
	PO000090	Operational Support Program	100		100			100			
Total			27,244		27,245	429	1,026	17,043		8,747	
Summary											
Halton Regional Police Services			27,244		27,245	429	1,026	17,043		8,747	
Grand Total			27,244		27,245	429	1,026	17,043		8,747	



CAPITAL BUDGET
HALTON REGIONAL POLICE SERVICE-CAPITAL

2019

BUDGET & BUSINESS PLAN

2019-2028 HALTON REGIONAL POLICE SERVICE ITEMS FORECAST PROJECT FORECAST LISTING 2019-2028 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Halton Regional Police Services													
T6838C	PO000002	Business Applications	1,387	187	600	600							
T6850B	PO000006	Automated Finger Printing System	320	120	200								
T6865A	PO000013	Facilities - Building Projects/Upgrades	2,050	250	200	200	200	200	200	200	200	200	200
	PO000014	Tactical Response Vehicle	450	450									
T6866A	PO000034	1 District - Consolidated Facility	20,677	20,677									
T6848A	PO000042	Search & Rescue Vessel (Marine II)	400					400					
T6836D	PO000043	Computer Replacement	813	213	300	300							
T6869A	PO000044	Search & Rescue Vessel (Marine I)	1,300			100					1,200		
T6844G	PO000046	Technology Replacements	1,262	362	300	600							
T6844E	PO000047	Network Server Replacements	553	153	150	250							
	PO000050	Tech. Proj. to Support Business Plan	10,900				1,500	1,500	1,500	1,600	1,600	1,600	1,600
T6849B	PO000052	Radio System - Infrastructure / Towers	2,000					1,000				1,000	
T6834B	PO000054	Building Security Systems	1,000								500	500	
	PO000056	Police Vehicles	20,110	1,365	2,200	2,212	1,947	1,990	2,019	2,009	2,038	2,192	2,138
	PO000072	Body-Worn Cameras	500				500						
	PO000075	1 District - Upgrade 11 Division	100	100									
	PO000078	Public Safety LTE Network Project	5,907	1,239	778	778	778	778	778	778			
	PO000079	Portal Re-design - Future Phases	300	100	100	100							
	PO000083	Explosives Disposal Unit (EDU) - Replacement Vehicle	350		350								
	PO000084	Disaster Recovery Centre/Bus. Continuity	1,000				1,000						
	PO000085	Secure WAN	1,650	1,100	300	250							
	PO000086	P25 Redundancy Enhancements	578	578									



2019-2028 HALTON REGIONAL POLICE SERVICE ITEMS FORECAST PROJECT FORECAST LISTING 2019-2028 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	PO000087	CAD Replacement	5,000					5,000					
	PO000088	Digital Evidence Mgmt System	750	250	500								
	PO000089	Replacement EDU Robot	150									150	
	PO000090	Operational Support Program	1,000	100	100	100	100	100	100	100	100	100	100
	PO000091	Search & Rescue Vessel (Marine III)	120		120								
		Total Required Financing	80,627	27,244	6,198	5,490	6,025	10,968	4,597	4,687	5,638	5,742	4,038

HALTON REGION

Budget and Business Plan 2019

Water & Wastewater - Capital

CAPITAL BUDGET
WATER/WASTEWATER - CAPITAL

2019
BUDGET & BUSINESS PLAN

2019 - 2028 WATER/WASTEWATER CAPITAL BUDGET (Uninflated 000s)

	GROSS COST	SUBSIDY/ RECOVERY	NET REG RESP	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHERS	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REG
2019 Non-Development Programs									
Water	53,555	986	52,569	-	-	52,569	-	-	-
Wastewater	51,919	-	51,919	-	-	51,919	-	-	-
Sub-total	105,474	986	104,488	-	-	104,488	-	-	-
Development Programs									
Water	28,649	-	28,649	-	20,510	1,140	6,999	-	-
Wastewater	134,336	-	134,336	-	95,952	4,913	33,471	-	-
Sub-total	162,985	-	162,985	-	116,462	6,053	40,470	-	-
TOTAL 2019	268,459	986	267,473	-	116,462	110,541	40,470	-	-
2020 Non-Development Programs									
Water	63,181	986	62,195	-	-	62,195	-	-	-
Wastewater	32,650	-	32,650	-	-	32,650	-	-	-
Sub-total	95,831	986	94,845	-	-	94,845	-	-	-
Development Programs									
Water	64,070	-	64,070	-	46,951	1,038	16,081	-	-
Wastewater	49,490	-	49,490	-	31,573	6,947	10,970	-	-
Sub-total	113,560	-	113,560	-	78,524	7,985	27,051	-	-
TOTAL 2020	209,391	986	208,405	-	78,524	102,830	27,051	-	-
2021 Non-Development Programs									
Water	51,523	986	50,537	-	-	50,537	-	-	-
Wastewater	42,289	-	42,289	-	-	42,289	-	-	-
Sub-total	93,812	986	92,826	-	-	92,826	-	-	-
Development Programs									
Water	4,158	-	4,158	-	3,096	-	1,062	-	-
Wastewater	19,275	-	19,275	-	9,358	6,644	3,273	-	-
Sub-total	23,433	-	23,433	-	12,454	6,644	4,335	-	-
TOTAL 2021	117,245	986	116,259	-	12,454	99,470	4,335	-	-
2022 Non-Development Programs									
Water	77,752	986	76,766	-	-	76,766	-	-	-
Wastewater	44,134	-	44,134	-	-	44,134	-	-	-
Sub-total	121,886	986	120,900	-	-	120,900	-	-	-
Development Programs									
Water	14,913	-	14,913	-	11,204	-	3,709	-	-
Wastewater	10,199	-	10,199	-	2,760	6,546	893	-	-
Sub-total	25,112	-	25,112	-	13,964	6,546	4,602	-	-
TOTAL 2022	146,998	986	146,012	-	13,964	127,446	4,602	-	-

CAPITAL BUDGET
WATER/WASTEWATER - CAPITAL

2019
BUDGET & BUSINESS PLAN

2019 - 2028 WATER/WASTEWATER CAPITAL BUDGET (Uninflated 000s)

	GROSS COST	SUBSIDY/ RECOVERY	NET REG RESP	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHERS	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REG
2023 Non-Development Programs									
Water	57,889	986	56,903	-	-	56,903	-	-	-
Wastewater	66,937	-	66,937	-	-	66,937	-	-	-
Sub-total	124,826	986	123,840	-	-	123,840	-	-	-
Development Programs									
Water	143,178	-	143,178	-	107,267	10	35,901	-	-
Wastewater	106,908	-	106,908	-	54,693	33,033	19,182	-	-
Sub-total	250,086	-	250,086	-	161,960	33,043	55,083	-	-
TOTAL 2023	374,912	986	373,926	-	161,960	156,883	55,083	-	-
2024 Non-Development Programs									
Water	46,610	986	45,624	-	-	45,624	-	-	-
Wastewater	70,105	-	70,105	-	-	70,105	-	-	-
Sub-total	116,715	986	115,729	-	-	115,729	-	-	-
Development Programs									
Water	59,954	-	59,954	-	48,208	1,545	10,201	-	-
Wastewater	15,046	-	15,046	-	11,135	-	3,911	-	-
Sub-total	75,000	-	75,000	-	59,343	1,545	14,112	-	-
TOTAL 2024	191,715	986	190,729	-	59,343	117,274	14,112	-	-
2025 Non-Development Programs									
Water	42,691	986	41,705	-	-	41,705	-	-	-
Wastewater	71,236	-	71,236	-	-	71,236	-	-	-
Sub-total	113,927	986	112,941	-	-	112,941	-	-	-
Development Programs									
Water	47,589	-	47,589	-	35,226	40	12,323	-	-
Wastewater	115,701	-	115,701	-	71,592	19,106	25,003	-	-
Sub-total	163,290	-	163,290	-	106,818	19,146	37,326	-	-
TOTAL 2025	277,217	986	276,231	-	106,818	132,087	37,326	-	-
2026 Non-Development Programs									
Water	49,231	986	48,245	-	-	48,245	-	-	-
Wastewater	55,711	-	55,711	-	-	55,711	-	-	-
Sub-total	104,942	986	103,956	-	-	103,956	-	-	-
Development Programs									
Water	75,860	-	75,860	-	52,026	6,179	17,655	-	-
Wastewater	66,875	-	66,875	-	47,838	2,302	16,735	-	-
Sub-total	142,735	-	142,735	-	99,864	8,481	34,390	-	-
TOTAL 2026	247,677	986	246,691	-	99,864	112,437	34,390	-	-

CAPITAL BUDGET
WATER/WASTEWATER - CAPITAL

2019
BUDGET & BUSINESS PLAN

2019 - 2028 WATER/WASTEWATER CAPITAL BUDGET (Uninflated 000s)

	GROSS COST	SUBSIDY/ RECOVERY	NET REG RESP	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHERS	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REG
2027 Non-Development Programs									
Water	32,692	986	31,706	-	-	31,706	-	-	-
Wastewater	112,188	-	112,188	-	-	112,188	-	-	-
Sub-total	144,880	986	143,894	-	-	143,894	-	-	-
Development Programs									
Water	9,842	-	9,842	-	7,382	-	2,460	-	-
Wastewater	3,671	-	3,671	-	2,716	-	955	-	-
Sub-total	13,513	-	13,513	-	10,098	-	3,415	-	-
TOTAL 2027	158,393	986	157,407	-	10,098	143,894	3,415	-	-
2028 Non-Development Programs									
Water	50,690	986	49,704	-	-	49,704	-	-	-
Wastewater	84,757	-	84,757	-	-	84,757	-	-	-
Sub-total	135,447	986	134,461	-	-	134,461	-	-	-
Development Programs									
Water	12,345	-	12,345	-	10,957	-	1,388	-	-
Wastewater	30,267	-	30,267	-	15,810	9,206	5,251	-	-
Sub-total	42,612	-	42,612	-	26,767	9,206	6,639	-	-
TOTAL 2028	178,059	986	177,073	-	26,767	143,667	6,639	-	-
TOTAL Non-Development Programs									
Water	525,814	9,860	515,954	-	-	515,954	-	-	-
Wastewater	631,926	-	631,926	-	-	631,926	-	-	-
Sub-total	1,157,740	9,860	1,147,880	-	-	1,147,880	-	-	-
Development Programs									
Water	460,558	-	460,558	-	342,827	9,952	107,779	-	-
Wastewater	551,768	-	551,768	-	343,427	88,697	119,644	-	-
Sub-total	1,012,326	-	1,012,326	-	686,254	98,649	227,423	-	-
TOTAL 2019-2028	2,170,066	9,860	2,160,206	-	686,254	1,246,529	227,423	-	-

Note: Schedule may not add due to rounding.

HALTON REGION

Budget and Business Plan 2019

Water Non-Development

CAPITAL BUDGET

2019

WATER-CAPITAL										BUDGET & BUSINESS PLAN	
NON-DEVELOPMENT										2019 WATER SYSTEM	
										PROJECT LISTING 2019 (000 DOLLARS)	
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY						
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES		
					NON-RES	RES			GROWTH	REGIONAL	
Disposal Activities											
PR-2502	5668	Permanent Bulk Water Station Program (REG)	213					213			
		Sub-total	213					213			
Expansion Activities											
PR-3132	7201	Burlington WPP - Purchase and Installation of Ozone Liquid Storage Tank (BUR)	2,099					2,099			
PR-3263	7772	Extension of Municipal Services Beyond The Urban Boundary in Hornby (Staff Report LPS-60-18) (HHS)	3,500					3,500			
PR-3138	7199	300mm WM on North Service Road West from 1333 NSR to 1395 NSR (OAK)	532					532			
	7007	Vehicle - New - Water (REG)	158					158			
PR-3184I	7646	New Water Meter - 20mm (REG)	791	791							
PR-3184J	7647	New Water Meter - 25mm (REG)	50	50							
PR-3184K	7648	New Water Meter - 40mm (REG)	30	30							
PR-3184L	7652	New Water Meter - 50mm (REG)	35	35							
PR-3184M	7654	New Water Meter - 75mm (REG)	60	60							
PR-3184N	7655	New Water Meter => 100mm (REG)	20	20							
	7789	Development and Implementation of a detailed AMI Plan (REG)	400					400			



CAPITAL BUDGET

2019

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2019 WATER SYSTEM PROJECT LISTING 2019 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	7792	New Groundwater Monitoring Wells (REG)	35				35			
		Sub-total	7,710	986			6,724			
<u>Maintenance Activities</u>										
PR-3222	7607	Kelso WPP - Greensand Filter Media Replacement (MIL)	660				660			
	7609	Kelso WPP - Settling Tank (MIL)	600				600			
		Sub-total	1,260				1,260			
<u>Non-Infrastructure Solutions</u>										
PR-1660B	5538	WPP Optimization Program (REG)	200				200			
	7785	Asset Management Roadmap Implementation - SP4 (REG)	150				150			
	7801	2019 CNA Program - Water Treatment (REG)	210				210			
	7817	Energy and Resource Management Strategy Implementation (REG)	125				125			
	7834	Integrated Linear Infrastructure Engineering Design Guidelines and Standard Drawings Manual. (REG)	125				125			
		Sub-total	810				810			
<u>Renewal/Rehabilitation Activities</u>										



CAPITAL BUDGET

2019

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT										
2019 WATER SYSTEM										
PROJECT LISTING 2019 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	7800	Burlington WPP - Filter Building Structural Rehabilitation (BUR)	1,500				1,500			
	7824	Washburn PS and Reservoir Upgrades (BUR)	252				252			
	7825	Brant Street Reservoir Roof Waterproofing Membrane (BUR)	600				600			
	7807	Oakville WPP - Low Lift and Filter Structural Rehabilitation (OAK)	120				120			
PR-2173	5004	Well Based Water System Upgrades (REG)	443				443			
PR-3116	7286	Region wide Air Release Valve Chamber Venting retrofits Program for mains 400mm and larger (REG)	617				617			
PR-3233	7662	Water Maintenance Capital (Treatment) (REG)	900				900			
PR-3249	7664	Water Maintenance Capital (System Services) (REG)	500				500			
		Sub-total	4,932				4,932			
		Replacement Activities								
PR-3151	5997	200mm WM on Ramsgate Rd. from Rexway Dr. to Caplan Cres. (BUR) (RR)	1,050				1,050			
PR-3151	6006	300mm WM on Rexway Dr. from Woodview Rd to Walkers Line (BUR) (RR)	1,490				1,490			
PR-3151	6076	200mm WM on Montego Cr. from Ramsgate Rd. to Ramsgate Rd. (BUR) (RR)	1,040				1,040			
PR-3151	6085	200mm WM on Glen Moor Cr. from MacLaren Dr. to MacLaren Dr. (BUR) (RR)	800				800			



CAPITAL BUDGET

2019

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2019 WATER SYSTEM PROJECT LISTING 2019 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
PR-3151	6308	200mm WM on MacLaren Dr. from Woodview Rd. to Rexway Dr. (BUR) (WWM) (RR)	1,210				1,210			
PR-3100	6337	300mm WM on Ester Dr. from Brant St. to Janina Blvd. (BUR) (RR) (WWM)	2,111				2,111			
PR-3100	6859	150mm WM on Janina Boulevard from Ester Drive to Humphreys Crescent (north-end) and Install Pressure Reducing & Check Valve (BUR) (WWM) (RR)	444				444			
PR-2946B	6946	300mm WM on Waterdown Road from Mountainbrow Rd to Waterdown BS (BUR) (RR)	100				100			
PR-3099	7034	200mm WM on Majestic Drive from Palmer Drive to Centennial Drive (BUR)	1,568				1,568			
PR-3100	7038	150mm WM on Janina Blvd from Humprey's Cres (North) to End (BUR) (RR)	1,263				1,263			
PR-3167	7050	Replacement of existing chlorine solution and sample lines at Burlington WPP (BUR)	425				425			
	7126	450mm WM on North Service Road from Brant Street to West of Kerns Road (BUR)	326				326			
PR-3100	7325	150mm WM on Humphreys Crescent from Janina Boulevard to Janina Boulevard (BUR) (RR) (WWM)	593				593			
PR-3163	7399	300mm WM on Truman Street from Churchill Avenue to north End and Abandon easement north of Churchill Avenue (BUR)	475				475			
PR-3151	7408	300mm WM on Rexway Drive from Cumberland Avenue to Woodview Road (BUR) (RR) (WWM)	1,040				1,040			
	7441	Burlington Water Purification Plant Exterior Metal Siding Cladding (BUR)	154				154			



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NON-DEVELOPMENT		2019 WATER SYSTEM PROJECT LISTING 2019 (000 DOLLARS)						REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES		
					NON-RES	RES			GROWTH	REGIONAL	
PR-3171	7446	Burlington WPP High Lift and Low Lift Pump Station Upgrades (BUR)	8,233				8,233				
PR-3219	7735	300mm WM on Prospect Street and Guelph Line Intersection (BUR) (RR)	51				51				
PR-3219	7753	300mm WM on Prospect Street from Guelph Line to Cumberland Ave (BUR) (RR)	204				204				
	7827	150mm WM on Lomond Cresnet from Inverary Road to Longmoor Drive 150mm WM on Ayr Place from Lomond Crescent to End (BUR) (RR)	183				183				
	7103	300mm WM on Third Line from McDonald Blvd to Acton Reservoir (HHACT) (RR)	841				841				
PR-3082	6080	200mm WM on Joycelyn Cr. from Hyland Ave. to Moore Park Cr. (HHGEO)	1,243				1,243				
PR-3082	6086	200mm WM on Eleanor Cr. from Moore Park Cr. to End (HHGEO)	761				761				
PR-3082	6099	150mm WM on Hyland Ave from Highway 7 to Joycelyn Cr. (HHGEO)	315				315				
PR-3082	7211	150mm WM on Arletta Street from Ewing Street to north End (HHGEO) (WWM)	352				352				
PR-3178	7449	Upgrades to Cedarvale WellHouses 1A, 3A and 4/4A (HHGEO)	301				301				
PR-3082	7461	150mm WM on Uplands Court from Hyland Avenue to End (HHGEO)	170				170				
PR-3152	7262	300mm WM on Ontario Street South from Parkway Drive East to Laurier Avenue (MIL) (DEV)	1,500				1,500				
PR-3005	6232	300mm WM on Normandy Place from Kerr Street to End (OAK)	864				864				



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BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2019 WATER SYSTEM PROJECT LISTING 2019 (000 DOLLARS)						REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES		
					NON-RES	RES			GROWTH	REGIONAL	
PR-3005	6333	200mm WM on John St. from Brock St. to Forsythe St. (OAK) (WWM)	1,421				1,421				
PR-3137	7099	300mm WM on Speers Road from Kerr St to 150m East (OAK)	537				537				
PR-3149	7407	300mm WM on Lakeshore Road from Navy Street to Allan Road (OAK) (RR) (WWM)	1,718				1,718				
	7816	Oakville WPP - Electrical Replacement (OAK)	744				744				
	7821	Oakville WPP - Intake Chlorination System Replacement (OAK)	576				576				
	6889	Vehicle Replacements (Existing)- Water (REG)	509				509				
PR-3184E	7582	Large Meter Replacement Regular (REG)	1,192				1,192				
PR-3248	7630	Shut-Off Valve Replacement Program (REG)	360				360				
PR-3184H	7658	Small Water Meter Replacement (<=25mm) (REG)	546				546				
PR-3184G	7659	Intermediate Water Meter Replacement (40 & 50mm) (REG)	270				270				
	7786	Replacement of Lab Equipment: Milli-Q Advantage A10; Laboratory Glassware Washer; PC-950 Probe Colorimeter (REG)	55				55				
	7793	Relocation of the PW yard (REG)	400				400				
	7797	SCADA Master Plan Implementation - Water (REG)	1,195				1,195				
		Sub-total	38,630				38,630				



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NON-DEVELOPMENT		2019 WATER SYSTEM PROJECT LISTING 2019 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN	CAP INVT	DEBENTURES	
					NON-RES	RES	RESERV	RESERV	GROWTH	REGIONAL
		Total	53,555	986			52,569			
		Summary								
		Disposal Activities	213				213			
		Expansion Activities	7,710	986			6,724			
		Maintenance Activities	1,260				1,260			
		Non-Infrastructure Solutions	810				810			
		Renewal/Rehabilitation Activities	4,932				4,932			
		Replacement Activities	38,630				38,630			
		Grand Total	53,555	986			52,569			



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NON-DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Disposal Activities													
	7597	Decommissioning of 200mm WM on Carruthers Road from Promenace Trail to End (HHGEO)	250		50		200						
PR-2502	5668	Permanent Bulk Water Station Program (REG)	213	213									
		Sub-total	463	213	50		200						
Expansion Activities													
PR-3132	7201	Burlington WPP - Purchase and Installation of Ozone Liquid Storage Tank (BUR)	2,099	2,099									
PR-3147	7411	150mm WM on Adamson Street South from south of Green Street to No 10 Sideroad, 150mm WM on No 10 Sideroad from Adamson Street South to Tenth Line (HHGEO)	1,581		1,581								
PR-3263	7772	Extension of Municipal Services Beyond The Urban Boundary in Hornby (Staff Report LPS-60-18) (HHS)	3,500	3,500									
PR-3138	7199	300mm WM on North Service Road West from 1333 NSR to 1395 NSR (OAK)	532	532									
	7007	Vehicle - New - Water (REG)	518	158	36	56	73		37		158		
PR-3184I	7646	New Water Meter - 20mm (REG)	7,910	791	791	791	791	791	791	791	791	791	791
PR-3184J	7647	New Water Meter - 25mm (REG)	500	50	50	50	50	50	50	50	50	50	50
PR-3184K	7648	New Water Meter - 40mm (REG)	300	30	30	30	30	30	30	30	30	30	30
PR-3184L	7652	New Water Meter - 50mm (REG)	350	35	35	35	35	35	35	35	35	35	35
PR-3184M	7654	New Water Meter - 75mm (REG)	600	60	60	60	60	60	60	60	60	60	60



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NON-DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-3184N	7655	New Water Meter => 100mm (REG)	200	20	20	20	20	20	20	20	20	20	20
	7789	Development and Implementation of a detailed AMI Plan (REG)	43,473	400	14,291	14,391	14,391						
	7792	New Groundwater Monitoring Wells (REG)	35	35									
Sub-total			61,598	7,710	16,894	15,433	15,450	986	1,023	986	1,144	986	986
Maintenance Activities													
PR-3222	7607	Kelso WPP - Greensand Filter Media Replacement (MIL)	660	660									
	7609	Kelso WPP - Settling Tank (MIL)	600	600									
Sub-total			1,260	1,260									
Non-Infrastructure Solutions													
	7623	Capital Needs Assessment for Booster Stations and Reservoirs located in Oakville (OAK)	350										350
PR-1660B	5538	WPP Optimization Program (REG)	2,000	200	200	200	200	200	200	200	200	200	200
PR-3224	7203	SCADA Master Plan Review for Water Purification Plants and Distribution Systems - 2018 (REG)	100					100					
PR-3179	7425	Capital Needs Assessment of Elevated Storage Facilities (REG)	250										250
	7463	Capital Needs Assessment for Booster Stations and Reservoirs located in Burlington (REG)	350									350	
	7464	2027 Capital Needs Assessments for Booster Stations and Reservoirs located in Milton and Halton Hills (REG)	350										350



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NON-DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7635	Field and Bench Scale Testing to Support Water Model Refinement (REG)	25				25						
	7785	Asset Management Roadmap Implementation - SP4 (REG)	350	150	200								
	7788	Update to Halton Hills Water Quantity Models (REG) (WM)	300		300								
	7801	2019 CNA Program - Water Treatment (REG)	210	210									
	7817	Energy and Resource Management Strategy Implementation (REG)	125	125									
	7834	Integrated Linear Infrastructure Engineering Design Guidelines and Standard Drawings Manual. (REG)	125	125									
		Sub-total	4,535	810	700	200	225	300	200	200	550	1,150	200
Renewal/Rehabilitation Activities													
	7299	Kingsway Booster Station and Yard Piping Renewal (BUR)	1,235			206		1,029					
	7301	Waterdown Booster Station and Yard Piping Renewal (BUR)	654		109		545						
	7414	Replacement of piping and addition of flow paced re-chlorination and meter at Headon Reservoir (BUR)	278		41		237						
	7614	Appleby Line Reservoir and Rechlorination Facility Renewal (BUR)	2,376		475		1,901						
	7615	Mount Forest Reservoir and Booster Station Renewal (BUR)	1,386		277		1,109						
PR-3095B	7688	Bailie Booster Station and Yard Piping Renewal (BUR)	2,058		2,058								
PR-3095B	7743	Installation of Waterproofing Membrane on Cell No.1 & No.2 at Bailie Reservoir (BUR)	489		489								



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NON-DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-3226	7800	Burlington WPP - Filter Building Structural Rehabilitation (BUR)	1,500	1,500									
	7824	Washburn PS and Reservoir Upgrades (BUR)	720	252	468								
	7825	Brant Street Reservoir Roof Waterproofing Membrane (BUR)	600	600									
	7619	Norval Tower Upgrades (HHGEO)	714		144	570							
	7051	Non-structural lining of 500mm CPP WM on James Snow Parkway from Holgate Cres. W. to east side of Boston Church Rd (MIL)	2,490		498	1,992							
	7123	Zone 5 Elevated Storage Tank Structural Upgrades (MIL)	617			617							
	7606	Kelso WPP-Replacement of entrance road from Tremaine to treatment plant (MIL)	2,340		240	420	1,680						
	7298	Eighth Line Zone 3 Booster Station and Yard Piping Renewal (OAK)	2,501		417	2,084							
	7412	Replacement of piping and addition of flow paced re-chlorination and meter at Moore Reservoir (OAK)	288		51	237							
	7626	Eight Line Zone 4 Booster Station, Reservoir & Rechlorination Facility Renewal (OAK)	3,236		647	2,589							
	7636	Davis Road Booster Station Renewal (OAK)	12,672		2,534	10,138							
	7807	Oakville WPP - Low Lift and Filter Structural Rehabilitation (OAK)	600	120	480								
7820	Oakville WPP - Ozone Generator Refurbishment (OAK)	360		72	288								



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NON-DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-2173	5004	Well Based Water System Upgrades (REG)	3,191	443	509	334	206	206	257	309	309	309	309
PR-1907	5244	Corrosion Protection Program (REG)	9,000		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
PR-3116	7286	Region wide Air Release Valve Chamber Venting retrofits Program for mains 400mm and larger (REG)	2,468	617	617	617	617						
PR-3233	7662	Water Maintenance Capital (Treatment) (REG)	12,420	900	1,020	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
PR-3249	7664	Water Maintenance Capital (System Services) (REG)	5,000	500	500	500	500	500	500	500	500	500	500
		Sub-total	69,193	4,932	11,698	5,525	26,130	5,915	3,257	3,309	3,309	3,309	1,809
Replacement Activities													
	4525	300mm WM on Hampton Heath Rd from Norrie Cres (N) to Windermere Dr (BUR)	1,185		173		1,012						
	4527	250mm WM on Brant St from Bluefields Dr to Mount Forest Dr 250mm WM on Mount Forest Dr from Brant St to Royal Dr (BUR) (RR)	974			142		832					
	4597	300mm WM on Brant St from 100m North of Churchill Av to Plains Rd E. (BUR) (RR)	587			85		502					
	4598	300mm WM on Brant St from Mount Forest Dr to 120m South of N.Service Rd (BUR) (RR)	573			83		490					
PR-2946B	5993	200mm WM on Flatt Rd. from Waterdown Rd. to 35 meter west of Flatt Rd. intersection (BUR) (RR)	1,259			1,259							
PR-3151	5997	200mm WM on Ramsgate Rd. from Rexway Dr. to Caplan Cres. (BUR) (RR)	1,050	1,050									
PR-3151	6006	300mm WM on Rexway Dr. from Woodview Rd to Walkers Line (BUR) (RR)	1,490	1,490									



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NON-DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-3151	6008	200mm WM on Geneva Park from Thornwood Ave. to Thornwood Ave., 150mm WM on Geneva Pl. from Geneva Park to End, 150mm WM on Windsor Ct. from Geneva Park to End (BUR) (RR)	1,510		1,510								
	6074	200mm WM on Linmouth Tr. from Falmouth Tr. to Faversham Ave. (BUR)	965		141		824						
PR-3151	6076	200mm WM on Montego Cr. from Ramsgate Rd. to Ramsgate Rd. (BUR) (RR)	1,040	1,040									
PR-3151	6085	200mm WM on Glen Moor Cr. from MacLaren Dr. to MacLaren Dr. (BUR) (RR)	800	800									
PR-3151	6101	200mm WM on Thornwood Ave. from Rexway Dr. to Rockwood Dr. (BUR) (RR)	1,010		1,010								
	6135	200mm WM on Woodvale Place from Parkgate Crescent to End (BUR)	554			81		473					
	6260	300mm WM on Tyandaga Park Dr. from Kerns Rd. to Frontenac Pl. (BUR) (RR)	1,037		151		886						
	6262	300mm WM on Mainway from Guelph Line to Walkers Line (BUR) (RR)	3,688			538		3,150					
PR-3151	6264	150mm WM on Braemore Pl. from Braemore Rd. to End (BUR) (RR)	300		300								
	6265	150mm WM on Thomas Ct. from Bromley Road to End (BUR) (RR)	392			57		335					
	6278	200mm WM on Devlin Dr. from Cavendish Dr. to Sheffield Dr. (BUR) (RR)	693			101		592					
	6280	300mm WM on Cumberland Av. from New St. to Rexway Dr. (BUR) (RR)	1,080		157		923						



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NON-DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-2946B	6284	150mm WM on Ireson Rd. from Waterdown Rd. to End (BUR) (RR)	371			371							
	6285	150mm WM on Belfast Ave. from Wicklow Rd. to Tipperary Ave. (BUR) (RR)	465		68		397						
	6286	200mm WM on Fairway Ct. from Tyandaga Park Dr. to End. (BUR)	275			40		235					
	6287	250mm WM on Regency Ct. from Prospect St. to End (BUR) (RR)	324			51		273					
	6292	150mm WM on Blue Forest Hill from Bridle Wood to Pinedale Ave. (BUR) (RR)	374		55		319						
	6293	150mm WM on Reeves Rd. from White Pines Dr. to Cheltenham Rd. (BUR)	587		86		501						
PR-3151	6294	200mm WM on Woodview Rd. from Maclaren Dr. to Rexway Dr. (BUR) (RR)	820		820								
	6295	200mm WM on Francis Rd. from Glenview Ave. to Plains Rd. (BUR)	1,139		166		973						
PR-3159	6298	200mm WM on Dynes Rd. from Prospect St. to Woodward Ave (BUR) (RR)	594			594							
	6303	200mm WM on Havendale Blvd. from Winchester Ct. to Brant St. (BUR)	999		146		853						
PR-3146	6304	150mm WM on Verhoeven Rd. from Bromley Rd. to White Pines Dr. 150mm WM on Brewer Ct. from Verhoeven Rd. to End. 150mm WM on Broughton Cres. from Verhoeven Rd. to Verhoeven Rd. (BUR) (RR)	1,307		1,307								
PR-3151	6306	200mm WM on Rockwood Dr. from Jennifer Cr. to Walkers Line (BUR) (RR)	1,070		1,070								



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NON-DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-3151	6308	200mm WM on MacLaren Dr. from Woodview Rd. to Rexway Dr. (BUR) (WWM) (RR)	1,210	1,210									
PR-3146	6312	200mm WM on Bromley Rd. from Kenwood Ave. to White Pines Dr. (BUR) (RR)	896		896								
PR-3099	6326	150mm WM on Green Meadow Dr. from Heather Hills Dr. to Heather Hills Dr. (BUR) (RR)	629		629								
	6328	150mm WM on Turner Dr. from Bennett Rd. to Longmoor Dr. (BUR)	1,104		161		943						
PR-3264	6334	150mm WM on Canterbury Dr. from Kerns Rd. to Tyandaga Park Dr. (BUR) (RR)	1,403		1,403								
PR-3100	6337	300mm WM on Ester Dr. from Brant St. to Janina Blvd. (BUR) (RR) (WWM)	2,111	2,111									
PR-3099	6342	200mm WM on Beaufort Dr. from Somerset Dr. to 175m West of Somerset Dr. (BUR)	275		275								
PR-3100	6859	150mm WM on Janina Boulevard from Ester Drive to Humphreys Crescent (north-end) and Install Pressure Reducing & Check Valve (BUR) (WWM) (RR)	444	444									
PR-2946B	6946	300mm WM on Waterdown Road from Mountainbrow Rd to Waterdown BS (BUR) (RR)	3,684	100		3,584							
PR-3029	7027	300mm WM on Glenwood School Drive from Guelph Line to Queensway Drive, 400mm WM on Harvester Road from Guelph Line to South Service Road/Laurentian Drive (BUR) (RR)	1,699		1,699								
PR-3099	7034	200mm WM on Majestic Drive from Palmer Drive to Centennial Drive (BUR)	1,568	1,568									
	7037	600mm WM on Queensway Drive from Brenda Crescent to Guelph Line Easement (BUR)	2,646			386		2,260					



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NON-DEVELOPMENT				2019-2028 WATER FORECAST PROJECT FORECAST LISTING 2019 (000 DOLLARS)									
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-3100	7038	150mm WM on Janina Blvd from Humprey's Cres (North) to End (BUR) (RR)	1,263	1,263									
PR-3264	7039	150mm WM on Agincourt Crescent from Canterbury Dr to Canterbury Dr (BUR) (RR)	810		810								
PR-3167	7050	Replacement of existing chlorine solution and sample lines at Burlington WPP (BUR)	425	425									
PR-3216	7096	200mm WM on Belvenia Rd from New Str to Longmoor Dr (BUR)	1,338		1,338								
	7104	300mm WM on Palmer Drive from Guelph Line to Centennial Dr (BUR) (RR)	1,717		251		1,466						
PR-3146	7111	300mm WM on Coldstream Drive from Duncaster Dr to Melissa Cres (BUR) (RR)	962		962								
PR-3214	7119	200mm WM on Mount Forest Drive /Tavistock Drive from Tait Ave to Guelph Line (BUR) (RR)	1,166		1,166								
	7120	300mm WM on Newlands Cres from Palmer Dr to Palmer Dr., 150mm WM on Epping Rd from Newlands Cres to Newlands Cres (BUR) (RR)	2,004			292		1,712					
	7126	450mm WM on North Service Road from Brant Street to West of Kerns Road (BUR)	2,232	326		1,906							
PR-3100	7325	150mm WM on Humphreys Crescent from Janina Boulevard to Janina Boulevard (BUR) (RR) (WWM)	593	593									
	7331	Burlington WPP - Replacement of Ozone Generators (2) (BUR)	4,034		360		1,837				1,837		
PR-3163	7399	300mm WM on Truman Street from Churchill Avenue to north End and Abandon easement north of Churchill Avenue (BUR)	475	475									



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NON-DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-3151	7405	Second Feed on Tyandaga Park from Kerns Road to Easement (BUR) (RR)	542		79		463						
	7408	300mm WM on Rexway Drive from Cumberland Avenue to Woodview Road (BUR) (RR) (WWM)	1,040	1,040									
	7410	300mm WM on Tyandaga Park from Frontenac Place to Brant Street (BUR) (RR)	1,589		224		1,365						
PR-3171	7441	Burlington Water Purification Plant Exterior Metal Siding Cladding (BUR)	154	154									
	7446	Burlington WPP High Lift and Low Lift Pump Station Upgrades (BUR)	8,233	8,233									
PR-3151	7458	150mm WM on Jennifer Crescent from Ronald Drive to Manfred Drive (BUR) (RR)	520		520								
PR-3150	7462	300mm WM on Waterdown Road from Waterdown Booster Station to 50m south of Craven Avenue (BUR) (RR)	1,123			1,123							
	7558	Construction of 200,300 mm WM on John Street from Caroline Street to 30 m south of James Street (ID 6410, 6171) (BUR) (RR)	869			127		742					
	7562	Construction of 150mm WM on Wicklow Road from Limerick Road to 40m south of Belfast Street (ID 6274) (BUR) (RR)	753		50		703						
	7691	300 mm and 400 mm WM Replacements at intersection of Harvester Road and Appleby Line (BUR) (RR)	412						60			352	
	7692	Waterdown Reservoir - Valve and piping replacements (BUR)	672				12	132			528		
	7700	Brant Street Pump Station Upgrades/Replacement (BUR)	2,640								2,640		
	7710	Vertical Water - Water Purification Plants - Burlington WPP (BUR)	76,082					115	20,447	11,696	23,195	8,136	12,493



CAPITAL BUDGET

2019

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7732	300mm WM on Lakeshore Road from Elizabeth Street to Martha Street (BUR)	599				88		511				
PR-3219	7735	300mm WM on Prospect Street and Guelph Line Intersection (BUR) (RR)	345	51		294							
PR-3215	7742	300mm WM on James Street from Martha St to Brant St (BUR) (RR)	625		625								
PR-3058B	7744	250mm WM on Havendale Blvd from Rosseau Place to End (BUR)	1,087		159		928						
PR-3219	7753	300mm WM on Prospect Street from Guelph Line to Cumberland Ave (BUR) (RR)	1,516	204		1,312							
	7822	Burlington WPP Surge Tanks and Primary Power Replacement (BUR)	5,000			1,000	4,000						
	7827	150mm WM on Lomond Crescent from Inverary Road to Longmoor Drive 150mm WM on Ayr Place from Lomond Crescent to End (BUR) (RR)	1,251	183	1,068								
	6261	300mm WM on Commerce Cr. from Wallace St. to End (HHACT)	2,445			357		2,088					
	7103	300mm WM on Third Line from McDonald Blvd to Acton Reservoir (HHACT) (RR)	5,768	841		4,927							
	7703	Vertical Water - Water Purification Plants - Prospect Park (HHACT)	1,454					237	359	293	259	189	117
	7709	Vertical Water - Water Purification Plants - Fourth Line (HHACT)	561					63	70	61	87	74	206
	7711	Vertical Water - Water Purification Plants - Davidson (HHACT)	662					53	81	71	104	88	265



CAPITAL BUDGET

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WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6001	150mm WM on Marilyn Cr. from Torino Gt. to Torino Gt (HHGEO) (WWM)	1,698		248		1,450						
	6070	200mm WM on Pennington Cr. from Mountainview Rd. to End (HHGEO)	1,530		223		1,307						
PR-3082	6080	200mm WM on Joycelyn Cr. from Hyland Ave. to Moore Park Cr. (HHGEO)	1,243	1,243									
PR-3082	6086	200mm WM on Eleanor Cr. from Moore Park Cr. to End (HHGEO)	761	761									
	6092	200mm WM on Delrex Blvd. from Mountainview Rd. to Chelvin Dr. (HHGEO)	4,146		605		3,541						
PR-3082	6099	150mm WM on Hyland Ave from Highway 7 to Joycelyn Cr. (HHGEO)	315	315									
PR-3212	6316	200mm WM on Prince Charles Dr. from Windsor Road to Delrex Blvd (HHGEO) (WWM)	2,017		2,017								
	7055	150mm WM on Campbell Gate from Prince Charles Drive to Mountainview Road South (HHGEO) (WWM)	365		53		312						
PR-3082	7211	150mm WM on Arletta Street from Ewing Street to north End (HHGEO) (WWM)	352	352									
PR-3178	7449	Upgrades to Cedarvale WellHouses 1A, 3A and 4/4A (HHGEO)	301	301									
PR-3082	7461	150mm WM on Uplands Court from Hyland Avenue to End (HHGEO)	170	170									
PR-2657B	7482	150mm WM on Easement from Highway 7 to South of 22 Side Road (HHGEO)	412		412								
	7620	150mm WM on Ontario Street from Ewing Street to 100m North (HHGEO) (WWM)	311		46		265						



CAPITAL BUDGET

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WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7704	Vertical Water - Water Purification Plants - Princess Anne (HHGEO)	2,913					50	127	122	429	394	1,791
	7706	Vertical Water - Water Purification Plants - North WPP Georgetown (HHGEO)	3,240					394	504	413	372	451	1,106
	7707	Vertical Water - Water Purification Plants - Lindsay Court (HHGEO)	1,939					352	326	311	334	307	309
PR-2907	6199	300mm WM on McGeachie Drive from Harrop Drive to End (MIL) (RR) (WWM)	412		412								
PR-2907	6250	300mm WM on Harrop Dr. from Steeles Avenue to Highway 401 (MIL)	617		617								
PR-3152	7262	300mm WM on Ontario Street South from Parkway Drive East to Laurier Avenue (MIL) (DEV)	1,500	1,500									
PR-3158	7480	400mm WM on Bronte Street from 500m north of Main Street to Steeles Avenue (MIL) (RR)	1,938		1,938								
	7622	Service Connection Improvements at 1151 Louis St Laurent Avenue Kielburger Secondary School (MIL)	399				80		319				
	7702	Vertical Water - Water Purification Plants - Walkers Line (MIL)	2,212					467	563	453	395	280	54
	7708	Vertical Water - Water Purification Plants - Kelso (MIL)	2,573					175	218	180	164	124	1,712
	7712	Vertical Water - Water Purification Plants - Campbellville (MIL)	268					33	37	34	36	32	96
	4567	300mm WM on Shepherd Rd from Kerr St to Speers Rd (OAK) (RR)	400			59		341					
	5556	150mm WM on West St from Riverview St. to Victoria St. , and 150mm WM on Victoria St. from West St. to Mississaga St. (OAK)	724		106		618						



CAPITAL BUDGET

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WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6126	200mm WM on Donessle Drive from Esselmont Avenue to End 200mm WM on Esselmont Avenue from Donessle Drive to Chartwell Road (OAK)	588			86		502					
	6131	200mm WM on Stills Lane from Devon Road to End (OAK)	391			57		334					
	6134	200mm WM on Wood Place from Tower Drive to End (OAK)	394			58		336					
PR-2838	6172	400mm WM on North Service Road from Invicta Drive to 200 m Westerly (OAK) (RR)	550		550								
PR-3005	6232	300mm WM on Normandy Place from Kerr Street to End (OAK)	864	864									
	6269	150mm WM on Devon Rd. from Donnybrook Rd. to Brookmille Rd. (OAK)	686			100		586					
	6276	150mm WM on Holton Heights Dr. from Hillview Cr. to Falgarwood Dr. (OAK)	1,608			235		1,373					
PR-2838	6282	400mm WM on North Service Rd. from 350 m East of Iroquois Shore Rd. to 200 m West of Invicta Dr. (OAK) (RR)	1,975		1,975								
PR-3209	6301	150mm WM on Selgrove Cr. from Woodhaven Park Dr. to Woodhaven Park Dr. (OAK) (WWM)	621		621								
PR-3005	6333	200mm WM on John St. from Brock St. to Forsythe St. (OAK) (WWM)	1,421	1,421									
	6336	150mm WM on Stanfield Dr. from Bridge Rd. to Rebecca St. (OAK)	1,392		203		1,189						
	6348	150mm WM on Orsett St. from Sixth Line to End (OAK)	1,251			183		1,068					
	7024	300mm WM on Lakeshore Road West from Solingate Dr to 80 m East of East St (OAK) (RR)	625			92		533					



CAPITAL BUDGET

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WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-2838	7032	400mm WM on Invicta Drive from North Service Road East to 1140 North Service Rd (OAK) (RR)	870		870								
	7033	150mm WM on Ennisclaire Drive from Lakeshore Road E to Lakeshore Road E (OAK)	1,711			250		1,461					
	7041	150mm WM on Lees Lane from Summerlea St to Pine Grove Rd (OAK) (WWM)	1,905			278		1,627					
	7075	200m, 300mm WM from Oakville W.P.P., both branches from Plant to Wilson Street (OAK)	155			23		132					
PR-3137	7099	300mm WM on Speers Road from Kerr St to 150m East (OAK)	537	537									
	7107	150mm WM on Howard Ave from Carson Lane to Esplande Drive (OAK) (WWM)	468		68		400						
	7137	300mm WM on Rimmington Drive from Munn's Ave to End (OAK)	1,001			146		855					
PR-3149	7407	300mm WM on Lakeshore Road from Navy Street to Allan Road (OAK) (RR) (WWM)	1,718	1,718									
	7456	Burloak WPP - Replace Zebra Mussel Chlorination and Sampling Lines (Intake) (OAK)	3,087			3,087							
	7624	150mm WM on St. Augustine Drive from Speers Road to Elmwood Road (OAK)	769			154		615					
	7625	150mm,200mm WM on McCraney Street from Richmond Road to 100m south of Montclair Drive (OAK)	5,183			1,037		4,146					
PR-3210	7627	500mm WM on Rebecca Street from Forsythe Street to west bridge abutment (OAK)	252		252								
	7695	150mm WM on Secord Avenue from Sherin Drive to Sandhurst Drive (OAK)	566				566						



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BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7698	150mm WM on Bomorda Drive from Leighland Ave. to Germorda Dr. (OAK)	424				424						
	7699	150mm WM on Churchill Ave from Leighland Ave to North Service (OAK)	405				405						
	7705	Vertical Water - Water Purification Plants - Oakville WPP (OAK)	8,521								77	1,995	6,449
	7713	Vertical Water - Water Purification Plants - Burloak WPP (OAK)	8,400									1,051	7,349
	7736	150mm WM on Saxon Rd. from Swan Dr. to Seabrook Dr. (OAK)	949				949						
	7737	150mm WM on Water Street from William Street to Robinson Street 150mm WM on Robinson Street from Water Street to Navy Street 150mm WM on William Street from Water Street to Navy Street (OAK)	769		112		657						
	7748	200mm WM on Seabrook Dr. from Saxon Rd. to Swan Drive 200mm WM on Swan Drive from Seabrook Drive to Saxon Road, 200mm WM on Seaton from Bridge Rd to Seabrook Dr, 200mm WM on Saxon from Trafford Cres to Saxon Road (OAK)	1,622				1,622						
	7816	Oakville WPP - Electrical Replacement (OAK)	3,720	744		2,976							
	7819	Burloak WPP - Membrane Filtration Upgrade (OAK)	720		96		624						
	7821	Oakville WPP - Intake Chlorination System Replacement (OAK)	576	576									
	6889	Vehicle Replacements (Existing)- Water (REG)	7,525	509	789	736	861	806	1,047	836	723	698	520
PR-3184E	7582	Large Meter Replacement Regular (REG)	2,825	1,192	173	178	179	181	182	183	185	186	186



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BUDGET & BUSINESS PLAN

NON-DEVELOPMENT														
2019-2028 WATER FORECAST														
PROJECT FORECAST LISTING 2019 (000 DOLLARS)														
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
PR-3248	7630	Shut-Off Valve Replacement Program (REG)	1,080	360	360	360								
PR-3184H	7658	Small Water Meter Replacement (<=25mm) (REG)	5,823	546	557	568	579	591	602	615	627	569	569	
PR-3184G	7659	Intermediate Water Meter Replacement (40 & 50mm) (REG)	1,657	270	133	138	141	144	155	161	167	174	174	
	7701	Vertical Water Life Cycle Model - Wells (REG)	183					10	34	32	35	32	40	
	7715	Watermain Renewals - 150 mm Cast Iron Cohort (REG)	56,974				10,067	9,697	9,348	9,020	8,711	10,131		
	7726	Other Public Works Assets - Water (REG)	1,992					332	332	332	332	332	332	
	7727	Vertical Water - Tower (REG)	911					197	102	110	109	96	297	
	7728	Vertical Water - Reservoirs (REG)	8,383					1,251	1,637	1,352	1,263	1,052	1,828	
	7729	Vertical Water - Pump Stations (REG)	13,047					2,840	2,401	2,228	2,250	1,872	1,456	
	7730	Vertical Water - Bulk Water Stations (REG)	108					33	27	21	16	11		
	7786	Replacement of Lab Equipment: Milli-Q Advantage A10; Laboratory Glassware Washer; PC-950 Probe Colorimeter (REG)	55	55										
	7793	Relocation of the PW yard (REG)	400	400										
	7797	SCADA Master Plan Implementation - Water (REG)	19,210	1,195	568	854	1,085	4,572	2,292	4,339	3,697	393	215	
		Sub-total	388,765	38,630	33,839	30,365	35,747	50,688	42,130	38,196	44,228	27,247	47,695	
		Total Required Financing	525,814	53,555	63,181	51,523	77,752	57,889	46,610	42,691	49,231	32,692	50,690	



HALTON REGION

Budget and Business Plan 2019

Water Development

CAPITAL BUDGET

2019

WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2019 WATER SYSTEM PROJECT LISTING 2019 (000 DOLLARS)						REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES		
					NON-RES	RES			GROWTH	REGIONAL	
Expansion Activities											
	6709	300mm WM on Plains Rd East from north of Grandview Rd to twinned section on Plains (BUR)	1,968			1,496		472			
	6603	400mm WM on 8th Line from 10th Siderd to existing 400mm (Zone G6L) (HHGEO)	361			267		94			
	6609	400mm WM on 17th Siderd from Trafalgar Rd to Main St (Zone G6L) (HHGEO)	388			287		101			
	6611	600mm WM on No 10 Siderd from 8th Line to 9th Line (Zone G6L) (HHGEO)	3,339			2,471		868			
	6612	600mm WM on No 10 Siderd from 9th Line to 10th Line (Zone G6L) (HHGEO)	3,768			2,788		980			
	7499	2 system PRV's on Mountain View and Eighth Line at the creek (Georgetown Lakebased Transfer Implementation) (Construction) (HHGEO)	276			207		69			
	7506	750mm WM on Trafalgar Rd from Zone 4 Reservoir to No 10 Siderd (Zone G6L) - Construction (HHGEO)	5,639			4,229		1,410			
	7507	600mm WM on 10th Siderd from Trafalgar Rd to 8th Line (Zone G6L) - Construction (HHGEO)	3,675			2,720		955			
	7508	20 ML/d Zone G6L Pumping Station at Zone 4 Reservoir - Construction (HHGEO)	4,880			3,660		1,220			
PR-3259	6318	300mm WM on No 14 Siderd from Tremaine Rd. to Milton Reservoir (Zone M5G) (MIL)	1,520			281	1,140	99			
	6662	600mm WM on Wyecroft Rd from Burloak Dr to the 900mm WM on the SE corner of the 3rd Line and QEW (OAK)	1,676			1,240		436			



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BUDGET & BUSINESS PLAN

DEVELOPMENT		2019 WATER SYSTEM PROJECT LISTING 2019 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	7501	400mm WM on new North Oakville Rd west of Neyagawa Blvd. (OAK)	600			444		156		
PR-2502C	6685	Bulk Water Stations on Existing Sites (REG)	399			299		100		
		Sub-total	28,489			20,389		1,140	6,960	
		Non-Infrastructure Solutions								
PR-2676C	7510	Water Distribution System Analysis (REG)	110			83		27		
PR-2677C	7511	Water Supply Capacity Annual Monitoring Report (REG)	50			38		12		
		Sub-total	160			121		39		
		Total	28,649			20,510		1,140	6,999	
		Summary								
		Expansion Activities	28,489			20,389		1,140	6,960	
		Non-Infrastructure Solutions	160			121		39		
		Grand Total	28,649			20,510		1,140	6,999	



CAPITAL BUDGET

WATER-CAPITAL

2019

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Disposal Activities													
	7496	Decommissioning of Burnhamthorpe Water Tower (OAK)	1,000					200		800			
		Sub-total	1,000					200		800			
Expansion Activities													
PR-2695	5850	1050mm WM on Upper Middle Road from Burloak Drive to Appleby Line (Zone B2) (Construction) (BUR)	10,283						10,283				
	5881	400 mm WM from Waterdown pumping station along North Service Rd to King Rd (Zone B2) (BUR)	7,055					1,411		5,644			
PR-2727B	6367	Burloak Pumping Station Phase 1, 60 ML/d (Zone B2) - Construction (BUR)	13,693						13,693				
	6602	7.5 ML storage expansion at Waterdown Reservoir (existing site) (Zone B1A) (BUR)	8,305						1,661		6,644		
	6704	200mm WM on Brock Ave from Elgin Street to Lakeshore Rd (BUR)	454		91		363						
	6705	200mm WM on Regina Drive from Maple Avenue to Ecole Renaissance Schoolyard (BUR)	377		75		302						
	6708	300mm WM on Elizabeth Street from James Street to approximately 95 m north (BUR)	192					38		154			
	6709	300mm WM on Plains Rd East from north of Grandview Rd to twinned section on Plains (BUR)	1,968	1,968									
	6710	300mm WM on Plains Rd East (Twinning adjacent to 6709) (BUR)	134										134
	6711	300mm WM on Birchwood Avenue from Plains Rd East southwards towards Fairwood Place East (BUR)	111								22		89



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BUDGET & BUSINESS PLAN

DEVELOPMENT		2019-2028 WATER FORECAST PROJECT FORECAST LISTING 2019 (000 DOLLARS)												
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
	6712	300mm WM on Gallagher Rd from Plains Rd East to 160 m Northerly (BUR)	256									51		205
	6713	300mm WM on Downsview Rd from Plains Rd East to Dowland Crescent (BUR)	238									48		190
	6714	300mm WM on Brant from Fairview St to 180 m northerly (BUR)	405		81		324							
	6715	300mm WM on Woodview Rd from Fairview St to 100 m Northerly (BUR)	231		46		185							
	6716	200mm WM on from end of Commerce Crt north to Fairview St (BUR)	370		74		296							
	6717	300mm WM on Fairview St from Appleby Line to Taylor Crescent (BUR)	1,000		200		800							
	6863	Waterdown Road Pumping Station Expansion (Zones B2, B3A & B5A) (BUR)	5,629					1,126			4,503			
	7014	400 mm WM from Waterdown Reservoir Pumping Station to new North Aldershot Reservoir (Zone B3A) (BUR)	2,437								487		1,950	
	7570	4.5 ML North Aldershot in ground Reservoir (Zone B3B) (BUR)	5,623					200	1,085			4,338		
	6597	300mm WM on RR 25 from No. 32 Siderd to 640 m north of Wallace St. (Zone A9G) (HHACTION) from (HHACTION)	1,430					286			1,144			
	6600	300 mm WM on No. 32 Siderd from RR 25 to 3rd Line Reservoir (Zone A9G) (HHACTION) (HHACTION)	1,333					267			1,066			
	6603	400mm WM on 8th Line from 10th Siderd to existing 400mm (Zone G6L) (HHGEO)	2,324	361	1,963									
	6608	750mm WM on Trafalgar from 15th Siderd to 22nd Siderd Lake Based Reservoir (Zone G6L) (HHGEO)	13,806		13,806									



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BUDGET & BUSINESS PLAN

DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6609	400mm WM on 17th Siderd from Trafalgar Rd to Main St (Zone G6L) (HHGEO)	2,504	388	2,116								
	6611	600mm WM on No 10 Siderd from 8th Line to 9th Line (Zone G6L) (HHGEO)	3,339	3,339									
	6612	600mm WM on No 10 Siderd from 9th Line to 10th Line (Zone G6L) (HHGEO)	3,768	3,768									
	6613	600mm WM on No 10 Siderd from 10th Line to Adamson St S (Zone G6L) (HHGEO)	321										321
	6614	600 mm WM on Adamson St from 10th Siderd to Guelph St (Zone G6L) (HHGEO) (HHGEO)	532										532
	6615	600mm WM on Guelph St from Adamson St to Bovaird Dr (Region of Peel) (Zone G6L) (HHGEO)	394										394
	6654	750mm WM on on Trafalgar Rd from 10th Siderd to approximately 1,700 m north of 10th Siderd (Zone G6L) (HHGEO)	4,583		4,583								
	6655	750mm WM on Trafalgar from 1,700 m north of 10th Siderd to 15th Siderd (Zone G6L) (HHGEO)	4,108		4,108								
	6694	10 ML Zone G6L Storage at 22nd Siderd (HHGEO)	11,660					2,332		9,328			
	6697	15 ML storage expansion at Zone M4 Reservoir (TWL=250m) (HHGEO)	16,609						3,322		13,287		
	6733	300 mm Replacement on Cross St from Guelph St to Main St (HHGEO)	43										43
	6735	300 mm replacement on Guelph St between Mountainview Rd North and Sinclair Ave (HHGEO)	1,564		1,564								



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BUDGET & BUSINESS PLAN

DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7499	2 system PRV's on Mountain View and Eighth Line at the creek (Georgetown Lakebased Transfer Implementation) (Construction) (HHGEO)	276	276									
	7506	750mm WM on Trafalgar Rd from Zone 4 Reservoir to No 10 Siderd (Zone G6L) - Construction (HHGEO)	5,639	5,639									
	7507	600mm WM on 10th Siderd from Trafalgar Rd to 8th Line (Zone G6L) - Construction (HHGEO)	3,675	3,675									
	7508	20 ML/d Zone G6L Pumping Station at Zone 4 Reservoir - Construction (HHGEO)	4,880	4,880									
	6641	400 mm WM on Hornby Rd from Steeles Ave to Trafalgar Rd (Zone 250) (HHS)	2,368					474		1,894			
	6642	400 mm WM in the 401 growth corridor north of Steeles from Hornby Rd to Trafalgar Rd (Zone 250) (HHS)	1,810					362		1,448			
	6643	400 mm WM in the 401 growth corridor north of Steeles from Trafalgar Rd to approximately 400m east of 8th Line (Zone 250) (HHS)	2,640					528		2,112			
	6644	400mm WM in the 401 growth corridor north of Steeles from to approximately 300 m north (Zone 250) (HHS)	1,141					228		913			
	6645	400mm WM in the 401 growth corridor north of Steeles Ave. from 1,000 m west of 9th Line to 900 m east of 9th Line (Zone 250) (HHS)	386										386
	6646	400mm WM in the 401 growth corridor from Steeles Ave to approximately 330 m north (Zone 250) (HHS)	222										222
	6647	400mm WM in the 401 growth corridor north of Steeles Ave. from 600 m west of 10th Line to 1,000 m east of 10th Line (Zone 250) (HHS)	427										427
	6648	400mm WM in the 401 growth corridor from Steeles Ave to 340 m north (Zone 250) (HHS)	302										302



CAPITAL BUDGET

2019

WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-3259	6318	300mm WM on No 14 Siderd from Tremaine Rd. to Milton Reservoir (Zone M5G) (MIL)	1,520	1,520									
	6616	400mm WM on Thompson Rd South from Britannia Rd to approx. 1,211 south (Zone M4) (MIL)	1,746						349			1,397	
	6617	400mm WM on new roadway south of Britannia Rd from Thompson Rd South to 4th Line (Zone M4) (MIL)	2,278						456			1,822	
	6618	400mm WM on new roadway south of Britannia Rd from 4th Line to 5th Line (Zone M4) (MIL)	2,314					463			1,851		
	6619	400mm WM on new roadway south of Britannia Rd from 5th Line to 6th Line (Zone M4) (MIL)	1,559					312			1,247		
	6620	400mm WM on 6th Line from Britannia Rd to 600 m south (Zone M4) (MIL)	1,078					216			862		
	6621	400mm WM on 6th Line from Britannia Rd to future Louis St. Laurent Blvd. (Zone M4) (MIL)	2,763					553			2,210		
	6622	400mm WM on 6th Line from Derry Rd to future Louis St. Laurent Blvd. (Zone M4) (MIL)	3,328					666			2,662		
	6623	400mm WM on 5th Line from Britannia Rd to future Louis St. Lauren Blvd. (Zone M4) (MIL)	2,034					407			1,627		
	6624	400mm WM on 4th Line from Britannia Rd to 650 m south (Zone M4) (MIL)	724						145			579	
	6625	400mm WM on Lower Base Line (East) from 4th Line to 5th Line (Zone M4) (MIL)	2,714						543			2,171	
	6626	400mm WM on 5th Line from Britannia Rd to 650 m south (Zone M4) (MIL)	736						147			589	
	6627	400mm WM on 4th Line from 650 m south of Britannia Rd to Lower Base Line (West) (Zone M4) (MIL)	2,322						464			1,858	



CAPITAL BUDGET

WATER-CAPITAL

2019

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6628	400mm WM on 5th Line from 650 m south of Britannia Rd to Lower Base Line (West) (Zone M4) (MIL)	3,081							616		2,465	
	6629	600mm WM on Louis St. Laurent Ave from 5th Line to 6th Line (Zone M4) (MIL)	2,651							530		2,121	
	6630	600mm WM on Louis St. Laurent Ave from 6th Line to Trafalgar Rd (Zone M4) (MIL)	4,358							872		3,486	
	6631	400mm WM on Louis St. Laurent Ave from Trafalgar Rd to 8th Line (Zone M4) (MIL)	2,725							545		2,180	
	6632	400mm WM on Britannia Rd from Trafalgar Rd to 600 m east (Zone M4) (MIL)	1,071							214		857	
	6633	400mm WM on Britannia Rd from 600 m east of Trafalgar Rd to 8th Line (Zone M4) (MIL)	1,167							233		934	
	6634	400mm WM on new Milton Rd from Trafalgar Rd to approximately 700 m east (Zone M4) (MIL)	1,571							314		1,257	
	6635	400mm WM on 8th Line from Derry Rd. to future Louis St. Laurent Blvd (Zone M4) (MIL)	2,947							589		2,358	
	6636	400mm WM on 8th Line from Britannia Rd to future Louis St. Laurent Blvd (Zone M4) (MIL)	2,338							468		1,870	
	6637	400mm WM on new roadway from Britannia Rd to approx. 1,200 m south (Zone M4) (MIL)	1,679							336		1,343	
	6638	400mm WM on Derry Rd from Trafalgar Rd to 8th Line (Zone M4) (MIL)	1,528							306		1,222	
	6649	400mm WM on Esquesing Line from James Snow Parkway to approximately 800 m north (Zone 267) (MIL)	1,270							254		1,016	



CAPITAL BUDGET

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WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6650	400mm WM on new roadway from Esquesing Line to approximately 360 m west of Boston Church Rd (Zone 267) (MIL)	3,443							689		2,754	
	6652	400mm WM on new roadway from 400 m west of Third Line to No 5 Siderd (Zone 267) (MIL)	1,177							235		942	
	6653	400mm WM on No 5 Siderd from approximately 400 m west of 3rd Line to 3rd Line (Zone 267) (MIL)	465							93		372	
	6657	400mm WM on Tremaine Rd from Britannia Rd to 2,200 m south of Britannia Rd (Zone 223.5) (MIL)	3,632							726		2,906	
	6659	400mm WM on new road alignment from Tremaine Rd to approximately 360 m west (Zone 223.5) (MIL)	467								93		374
	6723	400mm WM on Bronte St between Main Street West and Barton Street (MIL)	1,212								242		970
	6724	300mm WM on Main Street East between James Street and Martin Street (MIL)	575									115	460
	6725	300mm WM on Laurier Avenue between Bronte Street and Commercial Street (MIL)	2,436								487		1,949
	7498	Lake Based Servicing transfer of Derry Rd/R.R. 25 area (MIL)	280		56		224						
	7500	Milton West Looping - 400mm WM on Derry Rd from Santa Maria Blvd. to Bronte St South, and a 400 mm WM on Main St West from Scott Blvd. to Tremaine Road. (MIL)	3,158		3,158								
PR-3254	7513	4th Line Pumping Station alterations to support Zone 3/4/5 Boundary Re-alignment (MIL)	1,507		1,507								
PR-2894	5627	600mm WM through North Oakville Lands from Tremaine Rd to Bronte Rd (Zone O3) (OAK)	7,739					1,548			6,191		



CAPITAL BUDGET

2019

WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2019-2028 WATER FORECAST PROJECT FORECAST LISTING 2019 (000 DOLLARS)											
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-2894	5853	600mm WM on Tremaine Rd from Dundas St to approximately 950 m north (North Oakville Lands) (Zone O3) (OAK)	1,422				284		1,138				
PR2581B	5951	Design of Burloak WPP Phase 2 Expansion from 55 to 165ML/d (OAK)	11,975				11,975						
PR-2695B	6368	1050 mm WM on Burloak Dr from the QEW to Upper Middle Rd (Zone B2) - Construction (OAK)	9,766						9,766				
PR-2581C	6372	Construction of Burloak WPP Phase 2 Expansion from 55 to 165ML/d (OAK)	130,601					130,601					
PR-3067	6443	400mm WM on Burnhamthorpe Rd from Trafalgar Rd to new North Oakville road (Zone O4) (Construction) (OAK)	2,547		2,547								
PR-3067	6444	400mm WM from Burnhamthorpe Rd to Dundas St on new North Oakville road (Zone O4) (Construction) (OAK)	3,461		3,461								
	6662	600mm WM on Wycroft Rd from Burloak Dr to the 900mm WM on the SE corner of the 3rd Line and QEW (OAK)	16,341	1,676	6,703				1,592		6,370		
	6701	Kitchen Zone O3 Pumping Station expansion by 80 ML/d (OAK)	12,830								2,566		10,264
	6702	40 ML/d Expansion at the Neyagawa Pumping Station (OAK)	7,200						1,440		5,760		
	6726	300mm WM on Sovereign St between Bronte Rd and East St (OAK)	1,678		1,678								
	6728	300mm WM on Cowan Ave between Kerr St and Inglewood Drive (OAK)	653								131		522
	6729	300mm WM on Deane Ave between Kerr St and Felan Ave (OAK)	1,049								210		839



CAPITAL BUDGET

2019

WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2019-2028 WATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-3253	6731	300mm WM on Forsythe St between Rebecca St and Burnet St (OAK)	617								123		494
	7501	400mm WM on new North Oakville Rd west of Neyagawa Blvd. (OAK)	3,000	600		2,400							
	7503	300 mm WM on Sixth Line from Hays Blvd to River Glen Blvd. Project required to support Zone 3/4/5 Boundary Re-alignment (OAK)	120		120								
	7505	1050mm WM on Burloak Dr from Burloak Pumping Station to the QEW - Construction (OAK)	6,690						6,690				
	7509	Neyagawa Pumping Station alterations to support Zone 3/4/5 Boundary Re-alignment (100 MLD) (OAK)	5,973		5,973								
PR-2502C	7514	8th Line Zone 4 Pumping Station alterations to support Zone 3/4/5 Boundary Re-alignment (OAK)	3,600		3,600								
	6685	Bulk Water Stations on Existing Sites (REG)	1,997	399		1,598							
	7515	System PRV implementation to support Zone 3/4/5 Boundary Re-alignment (REG)	6,400		6,400								
		Sub-total	456,358	28,489	63,910	3,998	14,753	142,018	59,794	46,629	75,700	9,682	11,385
Non-Infrastructure Solutions													
PR-3258	7502	Halton Water Master Plan (REG)	1,600					800					800
PR-2676C	7510	Water Distribution System Analysis (REG)	1,100	110	110	110	110	110	110	110	110	110	110
PR-2677C	7511	Water Supply Capacity Annual Monitoring Report (REG)	500	50	50	50	50	50	50	50	50	50	50
		Sub-total	3,200	160	160	160	160	960	160	160	160	160	160
		Total Required Financing	460,558	28,649	64,070	4,158	14,913	143,178	59,954	47,589	75,860	9,842	12,345



HALTON REGION

Budget and Business Plan 2019

Wastewater Non-Development

CAPITAL BUDGET

2019

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2019 WASTEWATER SYSTEM PROJECT LISTING 2019 (000 DOLLARS)				REGIONAL RESPONSIBILITY				
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUB/Y/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
Expansion Activities										
PR-3129	7450	Installation of one (1) 600mm Forcemain across Sixteen Mile Creek for the Milton WWTP, Fulton SPS (MIL)	2,000				2,000			
PR-3195	7594	Hauled Waste Receiving Facility at Biosolids Management Site (OAK)	2,425				2,425			
	7008	Vehicle - New - Wastewater (REG)	36				36			
		Sub-total	4,461				4,461			
Non-Infrastructure Solutions										
PR-3088	7309	Study required to validate flow projections, upgrade requirement and complete EA at the Ninth Line Pumping Station - Oakville Southeast WWTP (OAK)	200				200			
	7427	Capital Needs Assessment for Wastewater Pumping Stations within the Oakville South-East Drainage Area (OAK)	250				250			
PR-2948	6975	SPS Equipment Lock-Out Procedures (REG)	100				100			
	7629	Development of a Wastewater System Capacity Management Program (REG)	75				75			
PR-2700C	7760	SCADA System Installation at Regional Wastewater Pumping Stations (REG)	515				515			
	7790	Asset Management Roadmap Implementation - SP4 (REG)	150				150			
	7818	Energy and Resource Management Strategy Implementation (REG)	500				500			



CAPITAL BUDGET

2019

WASTEWATER-CAPITAL					BUDGET & BUSINESS PLAN					
NON-DEVELOPMENT					2019 WASTEWATER SYSTEM					
					PROJECT LISTING 2019 (000 DOLLARS)					
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	7823	Locate and Condition Assessment of WWPS Overflow pipes (REG)	120				120			
	7833	Integrated Linear Infrastructure Engineering Design Guidelines and Standard Drawings Manual (REG)	125				125			
		Sub-total	2,035				2,035			
Renewal/Rehabilitation Activities										
PR-3156	7394	Upgrades at Bridgview Wastewater Pumping Station from 11.5 L/s to 13 L/s and Force Main extension and upsizing (BUR)	2,120				2,120			
PR-3151	7422	200mm WWM on MacLaren Drive from Woodview Road to Rexway Drive (BUR) (WM) (RR)	1,790				1,790			
PR-3165	7479	Skyway WWTP Laboratory and Admin Building - Office Modifications (BUR)	50				50			
	7802	Skyway WWTP - Primary Clarifiers -Travelling Bridge Rehabilitation (BUR)	84				84			
	7806	Skyway WWTP - Digester Rehab/Upgrade - Primary #2 (BUR)	4,500				4,500			
PR-3229	6960	Georgetown WWTP - Electrical Upgrades (HHGEO)	2,152				2,152			
PR-2987	7557	Construction of 400mm WWM on John Street from John Street PS Wet Well to Credit River (Overflow Pipe) (ID 7081) (HHGEO)	250				250			
	7600	Georgetown WWTP- Replacement of Digester #2 Mixing System from Gas to Hydraulic and Roof Rehab (HHGEO)	1,652				1,652			
PR-3129	7559	Fulton Pump Station Modifications (MIL)	592				592			



CAPITAL BUDGET

2019

WASTEWATER-CAPITAL					BUDGET & BUSINESS PLAN					
NON-DEVELOPMENT					2019 WASTEWATER SYSTEM					
					PROJECT LISTING 2019 (000 DOLLARS)					
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	7602	Mid-Halton WWTP-Concrete Restoration in Aeration tanks (OAK)	120				120			
	7805	Biosolids Management Centre - Culvert Replacement and Road Resurfacing (OAK)	84				84			
PR-2194	4960	Regional WWM Pump Station - Flow Monitoring Equipment Installation (REG)	150				150			
PR-2640	5307	Wastewater Manhole Capital Improvement Prgm (REG)	400				400			
PR-3234	7663	Wastewater Maintenance Capital (Treatment) (REG)	1,100				1,100			
PR-3250	7665	Wastewater Maintenance Capital (System Services) (REG)	500				500			
	7734	Capital upgrades to address basement flooding (REG)	5,999				5,999			
	7746	2019 CNA program-Wastewater Treatment (REG)	275				275			
		Sub-total	21,818				21,818			
Replacement Activities										
PR-3100	7276	200mm WWM on Ester Drive from Brant Street to Janina Boulevard (BUR) (RR)(WM)	2,230				2,230			
PR-3100	7277	200mm WWM on Janina Boulevard from Ester Drive to west leg of Humphrey Crescent (BUR) (RR) (WM)	1,819				1,819			
PR-3100	7279	200mm WWM on Humphreys Crescent from Janina Boulevard to Janina Boulevard (BUR) (RR) (WM)	1,097				1,097			
PR-3163	7392	200mm WWM on Fowler Court from Walker's Line to End (BUR)	327				327			



CAPITAL BUDGET

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WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2019 WASTEWATER SYSTEM PROJECT LISTING 2019 (000 DOLLARS)						REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES		
					NON-RES	RES			GROWTH	REGIONAL	
PR-3151	7403	200mm WWM on Rexway Drive from Cumberland Avenue to Woodview Road (BUR) (WM) (RR)	1,530				1,530				
	7454	Burlington Skyway WWTP - RAS & Secondary Clarifiers #5 - 8 Upgrades (Phase 2) (BUR)	5,000				5,000				
PR-3225	7601	Burlington Skyway WWTP - Transformer Replacement (BUR)	600				600				
	7826	200mm WWM on Ayr Place from Lomond Crescent to End (BUR) (WM), (RR)	38				38				
PR-3082	7082	200mm WWM on Arletta Street from Kennedy Street to End (HHGEO) (WM)	317				317				
PR-2987B	7197	John Street Pumping Station Upgrades and Rehabilitation (HHGEO)	250				250				
	7828	Replacement of Laterals on Faludon Drive (HHGEO)	154				154				
PR-3152	7205	200mm WWM on Woodward Avenue from Riverplace Crescent to Elm Avenue (MIL) (RR)	840				840				
PR-3152	7402	300mm WWM on Ontario Street South from Main Street East to Donald Campbell Avenue (MIL) (RR) (WM)	1,591				1,591				
PR-3032	7063	BMC Administration Buildings and Servicing Replacement (OAK)	2,480				2,480				
PR-3054	7183	250mm,300mm WWM on Lakeshore Road East from Navy Street to Allan Street (OAK) (RR)	1,093				1,093				
PR-3072	7234	200mm WWM on Wilson Street from Lakeshore Road West to Rebecca Street (OAK) (RR)	540				540				
PR-3005	7379	200mm WWM on Brant Street from John Street to 35m north (OAK) (WM)	131				131				



CAPITAL BUDGET

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WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2019 WASTEWATER SYSTEM PROJECT LISTING 2019 (000 DOLLARS)						REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES		
					NON-RES	RES			GROWTH	REGIONAL	
PR-3005	7380	200mm WWM on John Street from Brock Street to Forsythe Street (OAK) (WM)	1,101				1,101				
PR-3149	7417	200mm WWM on Thomas Street from Randall Street to Lakeshore Road East (OAK)	341				341				
PR-3149	7470	250mm WWM on Lakeshore Road East from Allan Road to Douglas Avenue (OAK) (RR)(WM)	222				222				
	7803	Mid-Halton WWTP - Air Handling Unit and BAS System Replacement (OAK)	60				60				
	7804	Oakville Southeast WWTP - Ninth Line SPS - Electrical Replacement (OAK)	40				40				
PR-30001	6886	Vehicle Replacements - (Existing) Wastewater (REG)	209				209				
	7794	Relocation of the PW yard (REG)	400				400				
	7798	SCADA Master Plan Implementation - Wastewater (REG)	1,195				1,195				
		Sub-total	23,605				23,605				



CAPITAL BUDGET

2019

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2019 WASTEWATER SYSTEM PROJECT LISTING 2019 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN	CAP INVT	DEBENTURES	
					NON-RES	RES	RESERV	RESERV	GROWTH	REGIONAL
		Total	51,919					51,919		
		Summary								
		Expansion Activities	4,461					4,461		
		Non-Infrastructure Solutions	2,035					2,035		
		Renewal/Rehabilitation Activities	21,818					21,818		
		Replacement Activities	23,605					23,605		
		Grand Total	51,919					51,919		



CAPITAL BUDGET

WASTEWATER-CAPITAL

2019

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2019-2028 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Disposal Activities													
	7560	Milton WWTP Decommissioning (MIL)	4,862		486	4,376							
Sub-total			4,862		486	4,376							
Expansion Activities													
PR-3129	7450	Installation of one (1) 600mm Forcemain across Sixteen Mile Creek for the Milton WWTP, Fulton SPS (MIL)	2,000	2,000									
	7561	New Diversion Forcemain (MIL)	6,000							514		5,486	
PR-3195	7594	Hauled Waste Receiving Facility at Biosolids Management Site (OAK)	2,425	2,425									
	7008	Vehicle - New - Wastewater (REG)	467	36	140	38	8	38		67	140		
Sub-total			10,892	4,461	140	38	8	38		581	140	5,486	
Non-Infrastructure Solutions													
	7434	Capital Needs Assessment of Wastewater Pumping Stations within the Skyway Drainage Area (West) (BUR)	300			300							
	7474	Capital Needs Assessment of Wastewater Pumping Stations within the Skyway Drainage Area (East) (BUR)	300					300					
	7437	Capital Needs Assessments for Wastewater Pumping Stations in Acton and Georgetown Drainage Areas (HHS)	300									300	
	7436	Capital Needs Assessments for Wastewater Pumping Stations within the Mid-Halton Drainage Area (MIL)	300							300			
PR-3088	7309	Study required to validate flow projections, upgrade requirement and complete EA at the Ninth Line Pumping Station - Oakville Southeast WWTP (OAK)	200	200									



CAPITAL BUDGET

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WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2019-2028 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7427	Capital Needs Assessment for Wastewater Pumping Stations within the Oakville South-East Drainage Area (OAK)	250	250									
PR-2185	4946	SCADA Master Plan Review for Wastewater Treatment Plants and Collection Systems (REG)	100					100					
PR-2700	5929	SCADA System Installation at Regional Wastewater Pumping Stations (REG)	1,030		515	515							
PR-2948	6975	SPS Equipment Lock-Out Procedures (REG)	100	100									
	7629	Development of a Wastewater System Capacity Management Program (REG)	75	75									
	7634	Wastewater Collection System Odour Studies (REG)	75				75						
PR-2700C	7760	SCADA System Installation at Regional Wastewater Pumping Stations (REG)	515	515									
	7790	Asset Management Roadmap Implementation - SP4 (REG)	350	150	200								
	7818	Energy and Resource Management Strategy Implementation (REG)	500	500									
	7823	Locate and Condition Assessment of WWPS Overflow pipes (REG)	120	120									
	7833	Integrated Linear Infrastructure Engineering Design Guidelines and Standard Drawings Manual (REG)	125	125									
		Sub-total	4,640	2,035	715	815	75	400		300		300	
Renewal/Rehabilitation Activities													
PR-3061	7213	Skyway Wastewater Treatment Plant Sidestream Treatment Improvements (BUR)	4,800		4,800								



CAPITAL BUDGET

WASTEWATER-CAPITAL

2019

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2019-2028 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-3156	7394	Upgrades at Bridgview Wastewater Pumping Station from 11.5 L/s to 13 L/s and Force Main extension and upsizing (BUR)	2,120	2,120									
PR-3143	7395	Upgrade Bayshore Wastewater Pumping Station (WWPS) from 9.5 L/s to 14 L/s (BUR)	206		206								
PR-3144	7396	Upgrade of Roseland Creek Wastewater Pumping Station (Piping Improvement) (BUR)	1,029		103		926						
PR-3151	7422	200mm WWM on MacLaren Drive from Woodview Road to Rexway Drive (BUR) (WM) (RR)	1,790	1,790									
	7435	Capital Needs Assessment for Wastewater Pumping Stations within the Skyway Drainage Area (BUR)	300					300					
PR-3165	7479	Skyway WWTP Laboratory and Admin Building - Office Modifications (BUR)	50	50									
	7802	Skyway WWTP - Primary Clarifiers -Travelling Bridge Rehabilitation (BUR)	804	84		720							
	7806	Skyway WWTP - Digester Rehab/Upgrade - Primary #2 (BUR)	4,500	4,500									
PR-3229	6960	Georgetown WWTP - Electrical Upgrades (HHGEO)	2,152	2,152									
	7391	200mm WWM on McIntyre Crescent from Rexway Drive to Rexway Drive and abandon easement (HHGEO)	1,637		239		1,398						
PR-2987	7557	Construction of 400mm WWM on John Street from John Street PS Wet Well to Credit River (Overflow Pipe) (ID 7081) (HHGEO)	3,850	250		3,600							
	7600	Georgetown WWTP- Replacement of Digester #2 Mixing System from Gas to Hydraulic and Roof Rehab (HHGEO)	1,652	1,652									



CAPITAL BUDGET

WASTEWATER-CAPITAL

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BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2019-2028 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-3129	7559	Fulton Pump Station Modifications (MIL)	592	592									
	7602	Mid-Halton WWTP-Concrete Restoration in Aeration tanks (OAK)	1,411	120		1,291							
	7805	Biosolids Management Centre - Culvert Replacement and Road Resurfacing (OAK)	510	84		426							
	7810	Oakville Southeast WWTP - Primary Digester #1 Rehab/Upgrade (OAK)	450		450								
	7811	Oakville Southeast WWTP - Digester Cladding Rehabilitation (OAK)	240		48		192						
	7813	Oakville Southwest WWTP - Odour Control System Rehabilitation (OAK)	210		42		168						
	7814	Oakville Southeast WWTP - Secondary Digester #4 Rehab/Upgrade (OAK)	660			660							
	7815	Oakville Southwest WWTP - Primary Digester #1 Rehab/Upgrade (OAK)	660				660						
PR-2194	4960	Regional WWM Pump Station - Flow Monitoring Equipment Installation (REG)	150	150									
PR-2640	5307	Wastewater Manhole Capital Improvement Prgm (REG)	5,300	400	400	500	500	500	600	600	600	600	600
PR-3234	7663	Wastewater Maintenance Capital (Treatment) (REG)	13,100	1,100	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
PR-3250	7665	Wastewater Maintenance Capital (System Services) (REG)	5,000	500	500	500	500	500	500	500	500	500	500
	7734	Capital upgrades to address basement flooding (REG)	41,760	5,999	6,000	5,976	6,008	6,000	6,033	5,744			
	7746	2019 CNA program-Wastewater Treatment (REG)	275	275									



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NON-DEVELOPMENT													
2019-2028 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-3223	7747	WW Plant Enhancements for Odour Control per Region-Wide Odour Control Study (REG)	82		82								
		Sub-total	95,290	21,818	14,164	15,379	11,852	8,800	8,633	8,344	2,600	2,600	1,100
Replacement Activities													
PR-3100	7276	200mm WWM on Ester Drive from Brant Street to Janina Boulevard (BUR) (RR)(WM)	2,230	2,230									
PR-3100	7277	200mm WWM on Janina Boulevard from Ester Drive to west leg of Humphrey Crescent (BUR) (RR) (WM)	1,819	1,819									
PR-3100	7279	200mm WWM on Humphreys Crescent from Janina Boulevard to Janina Boulevard (BUR) (RR) (WM)	1,097	1,097									
PR-3163	7392	200mm WWM on Fowler Court from Walker's Line to End (BUR)	327	327									
	7393	200mm WWM on John Street from James Street to 50m south (BUR) (RR)	159		51		108						
PR-3151	7403	200mm WWM on Rexway Drive from Cumberland Avenue to Woodview Road (BUR) (WM) (RR)	1,530	1,530									
PR-3176	7439	Replace two (2) existing belt filter presses with a new Centrifuge (BUR)	3,602		3,602								
	7454	Burlington Skyway WWTP - RAS & Secondary Clarifiers #5 - 8 Upgrades (Phase 2) (BUR)	5,000	5,000									
	7455	Burlington Skyway WWTP - RAS & Secondary Clarifiers #9 - 12 Upgrades (Phase 3) (BUR)	6,072		6,072								
PR-3225	7601	Burlington Skyway WWTP - Transformer Replacement (BUR)	3,480	600	2,880								
	7687	200mm,300mm WWM on Glenwood School Drive from Brenda Crescent to Queensway Drive (BUR) (RR)	1,727		288		1,439						



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NON-DEVELOPMENT													
2019-2028 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7690	Upgrade Elizabeth Gardens, Install second forcemain, tunneling deep trunk (BEAST) (Phase 1) (BUR)	70,000				14,000		10,000	16,000			30,000
	7720	Vertical Wastewater - Wastewater Treatment Plants - Burlington WWTP (BUR)	79,193					7,604	8,305	7,163	9,763	22,893	23,465
	7826	200mm WWM on Ayr Place from Lomond Crescent to End (BUR) (WM), (RR)	260	38	222								
	6073	Acton Plant Replacement & Improvements (HHACT)	4,781		1,000	3,781							
	7721	Vertical Wastewater - Wastewater Treatment Plants - Acton WWTP (HHACT)	11,040					2,191	2,080	1,886	1,757	1,639	1,487
PR-3082	7082	200mm WWM on Arletta Street from Kennedy Street to End (HHGEO) (WM)	317	317									
PR-3089	7193	Georgetown WWTP Aeration System Upgrades (HHGEO)	1,456		1,456								
PR-2987B	7197	John Street Pumping Station Upgrades and Rehabilitation (HHGEO)	3,850	250		3,600							
	7274	200mm WWM on Todd Road from south of Sinclair Avenue to Mountainview Road North (HHGEO) (RR)	1,869		312		1,557						
	7423	200mm WWM on Campbell Gate from Prince Charles Drive to Mountainview Road South (HHGEO) (WM)	396		66		330						
	7473	250mm WWM on Temple Road from Ewing Street to End (HHGEO)	514		75		439						
	7617	200mm WWM on Gower Road from Duncan Drive to Raylawn Crescent, 200mm WWM on Gower Court from Duncan Drive to End (HHGEO)	1,068		156		912						
	7618	150mm,250mm WWM on Marilyn Crescent (HHGEO) (WM)	1,649		275		1,374						



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NON-DEVELOPMENT													
2019-2028 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-3212	7621	200mm,300mm WWM on Prince Charles Drive from Rexway Drive to Delrex Boulevard (HHGEO) (WM)	1,740		1,740								
	7696	200mm WWM on Ontario Street from west of Riverview Crescent to south of Ewing Street and lateral transfer from easement (HHGEO)	600		100		500						
	7719	Vertical Wastewater - Wastewater Treatment Plants - Georgetown WWTP (HHGEO)	26,747					4,527	4,177	3,898	4,590	5,053	4,502
	7745	200mm WWM on Reid Court from Rexway Drive to End (HHGEO)	118		118								
	7828	Replacement of Laterals on Faludon Drive (HHGEO)	440	154		286							
PR-2907	7184	250mm WWM on McGeachie Drive from Harrop Drive to End (MIL) (RR)(WM)	412		412								
PR-3152	7205	200mm WWM on Woodward Avenue from Riverplace Crescent to Elm Avenue (MIL) (RR)	840	840									
PR-3152	7402	300mm WWM on Ontario Street South from Main Street East to Donald Campbell Avenue (MIL) (RR) (WM)	1,591	1,591									
	7718	Vertical Wastewater - Wastewater Treatment Plants - Milton WWTP (MIL)	15,030					586	993	1,131	1,782	1,803	8,735
PR-3032	7063	BMC Administration Buildings and Servicing Replacement (OAK)	2,480	2,480									
PR-3054	7183	250mm,300mm WWM on Lakeshore Road East from Navy Street to Allan Street (OAK) (RR)	1,093	1,093									
PR-3072	7234	200mm WWM on Wilson Street from Lakeshore Road West to Rebecca Street (OAK) (RR)	540	540									



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2019-2028 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PR-3209	7280	250mm WWM on Selgrove Crescent from Woodhaven Park Drive to Woodhaven Park Drive (OAK) (WM)	620		620								
PR-3005	7379	200mm WWM on Brant Street from John Street to 35m north (OAK) (WM)	131	131									
PR-3005	7380	200mm WWM on John Street from Brock Street to Forsythe Street (OAK) (WM)	1,101	1,101									
	7401	250mm WWM on Secord Avenue from Sherin Drive to Thornhill Drive (OAK) (WM)	566		93		473						
	7404	200mm WWM on Howard Avenue from Esplanade to Carson Lane (OAK) (WM)	416		70		346						
PR-3149	7417	200mm WWM on Thomas Street from Randall Street to Lakeshore Road East (OAK)	341	341									
	7419	200mm WWM on Park Avenue from Carson Lane to Lakeshore Road East (OAK)	494		72		422						
	7420	250mm WWM on Lees Lane from Pine Grove Road to Wingrove Crescent (south-leg) (OAK) (WM)	448			83		365					
PR-3149	7470	250mm WWM on Lakeshore Road East from Allan Road to Douglas Avenue (OAK) (RR)(WM)	222	222									
PR-3211	7628	Abandoning and Relocating 250mm WWM on Easement from Falgarwood Drive to Invicta Drive (OAK)	1,128			1,128							
	7631	Third Line PS- Replacement of Sewage Lowlift (OAK)	720		144		576						
	7693	Oakville Southeast WWTP - digester valves (OAK)	600		600								
	7694	Sixteen Mile Creek Pump Station - Pumping and Piping (OAK)	1,002				12	198		792			



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NON-DEVELOPMENT													
2019-2028 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7697	300mm WWM on Churchill Avenue from Leighland Avenue to North Service Road East (OAK)	604				604						
	7714	Vertical Wastewater - Biosolids (OAK)	4,385					707	318	1,580	467	474	839
	7716	Vertical Wastewater - Wastewater Treatment Plants - Oakville Southwest WWTP (OAK)	40,745					3,243	4,048	3,640	4,763	12,418	12,633
	7717	Vertical Wastewater - Wastewater Treatment Plants - Oakville Southeast WWTP (OAK)	31,356					5,305	4,806	4,508	5,689	5,311	5,737
	7733	Vertical Wastewater - Wastewater Treatment Plants - Mid-Halton WWTP (OAK)	46,730					6,846	6,502	6,070	9,031	9,646	8,635
PR-3266	7777	250mm WWM on Bridge Road from Third Line to Sherin Drive (OAK) (RR)	1,174		1,174								
	7803	Mid-Halton WWTP - Air Handling Unit and BAS System Replacement (OAK)	420	60		360							
	7804	Oakville Southeast WWTP - Ninth Line SPS - Electrical Replacement (OAK)	40	40									
	7812	Oakville Southwest WWTP - Plant 4 - Flight & Chains Replacement (OAK)	1,560		312		1,248						
	7829	Boyne Trunk Decommissioning and Downsizing (OAK)	5,214		360		4,854						
PR-30001V	6886	Vehicle Replacements - (Existing) Wastewater (REG)	7,992	209	1,012	861	815	976	599	789	603	664	1,464
	7722	Vertical Wastewater - Wastewater Pump Stations (REG)	32,805					7,305	7,329	3,953	4,264	4,159	5,795
	7723	Vertical Wastewater - Storage (REG)	1,731					743	207	199	209	202	171
	7724	Wastewater Force Mains (REG)	1,746					291	291	291	291	291	291



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NON-DEVELOPMENT													
2019-2028 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7725	Other Public Works Assets - Wastewater (REG)	1,782					297	297	297	297	297	297
	7731	Wastewater Gravity Mains (REG)	51,946					8,477	8,486	8,504	8,529	8,559	9,391
	7794	Relocation of the PW yard (REG)	400	400									
	7798	SCADA Master Plan Implementation - Wastewater (REG)	22,756	1,195	2,866	2,579	2,298	7,930	3,034	1,310	936	393	215
		Sub-total	516,242	23,605	17,145	21,681	32,199	57,699	61,472	62,011	52,971	103,802	83,657
		Total Required Financing	631,926	51,919	32,650	42,289	44,134	66,937	70,105	71,236	55,711	112,188	84,757



CAPITAL BUDGET

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WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

BASEMENT FLOODING MITIGATION DETAILS				
ID 7734 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
2019 Projects				
WWTP	Skyway Wastewater Treatment Plant	70	Burlington	Opencut
65	Coronation Park	32	Burlington	Opencut
54	La Salle Park	2	Burlington	Opencut
57	NorthShore Boulevard	1	Burlington	Opencut
2019 Sub-Total		105		5,999
2020 Projects				
WWTP	Skyway Wastewater Treatment Plant	104	Burlington	Opencut
2020 Sub-Total		104		6,000
2021 Projects				
14	Argyle Drive	1	Oakville	Opencut
66	Belvedere Drive	3	Oakville	Opencut
87	16 Mile Creek	68	Oakville	Opencut
16	First Street	2	Oakville	Opencut
20	Lakewood Drive	4	Oakville	Opencut
23	BirchHill Lane	2	Oakville	Opencut
29	West River Street	1	Oakville	Opencut
31	Elizabeth Gardens	5	Oakville	Opencut
42	Chartwell Road	4	Oakville	Opencut
WWTP	Skyway Wastewater Treatment Plant	10	Burlington	Opencut
2021 Sub-Total		100		5,976
2022 Projects				
34	Roseland	23	Burlington	Opencut
12	Ninth Line	59	Oakville	Opencut
45	Weaver Avenue	1	Oakville	Opencut
	Oakville Southeast	30	Oakville	Opencut
2022 Sub-Total		113		6,008



BASEMENT FLOODING MITIGATION DETAILS				
ID 7734 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
2023 Projects				
WWTP	Mid Halton Wastewater Treatment Plant	23	Oakville	Opencut
55	Third Line	54	Oakville	Opencut
43	Morrison Heights	2	Oakville	Opencut
50	Sheldon Creek	3	Oakville	Opencut
21	Walker Street	10	Oakville	Opencut
18	Navy Street	7	Oakville	Opencut
40	Oakland Park	9	Burlington	Opencut
WWTP	Georgetown Wastewater Treatment Plant	3	Georgetown	Full Length Liner
2	Gollop Crescent	1	Georgetown	Full Length Liner
83	Main Street	1	Georgetown	Full Length Liner
100	10 Side Road	1	Georgetown	Full Length Liner
33	Junction	3	Burlington	Full Length Liner
34	Roseland	3	Burlington	Full Length Liner
2023 Sub-Total		97		6,000
2024 Projects				
WWTP	Skyway Wastewater Treatment Plant	41	Burlington	Full Length Liner
WWTP	Milton Wastewater Treatment Plant	5	Milton	Full Length Liner
86	MidBlock Arterial	3	Milton	Full Length Liner
88	Laurier Avenue	1	Milton	Full Length Liner
WWTP	Acton Wastewater Treatment Plant	1	Acton	Full Length Liner
83	Lakeview	1	Acton	Full Length Liner
55	Third Line	7	Oakville	Full Length Liner
65	Coronation Park	16	Oakville	Full Length Liner
87	16 Mile Creek	3	Oakville	Full Length Liner
0	Oak SW	16	Oakville	Full Length Liner
12	Ninth Line	11	Oakville	Full Length Liner
29	West River	1	Oakville	Full Length Liner



BASEMENT FLOODING MITIGATION DETAILS				
ID 7734 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
31	Elizabeth Gardens	1	Oakville	Full Length Liner
50	Sheldon Creek	1	Oakville	Full Length Liner
WWTP	Mid Halton Wastewater Treatment Plant	2	Oakville	Full Length Liner
WWTP	Oakville SouthEast Wastewater Treatment Plant	5	Oakville	Full Length Liner
WWTP	Skyway Wastewater Treatment Plant	327	Burlington	Spot Repair
2024 Sub-Total		442		6,033
2025 Projects				
55	Third Line	45	Oakville	Spot Repair
65	Coronation Park	61	Oakville	Spot Repair
66	Belvedere Drive	4	Oakville	Spot Repair
78	Providence Road	1	Oakville	Spot Repair
79	Riverbank Way	1	Oakville	Spot Repair
87	16 Mile Creek	39	Oakville	Spot Repair
WWTP	Oakville SouthWest Wastewater Treatment Plant	60	Oakville	Spot Repair
9	Carrington Park	6	Oakville	Spot Repair
12	Ninth Line	79	Oakville	Spot Repair
13	Bel Air Estates	4	Oakville	Spot Repair
15	Raymar Place	1	Oakville	Spot Repair
17	Gairloch Gardens	2	Oakville	Spot Repair
18	Navy Street	3	Oakville	Spot Repair
20	Lakewood Drive	1	Oakville	Spot Repair
21	Walker Street	1	Oakville	Spot Repair
23	BirchHill Lane	2	Oakville	Spot Repair
29	West River Street	8	Oakville	Spot Repair
31	Elizabeth Gardens	4	Oakville	Spot Repair
42	Chartwell Road	1	Oakville	Spot Repair
45	Weaver Avenue	8	Oakville	Spot Repair
50	Sheldon Creek	1	Oakville	Spot Repair

BASEMENT FLOODING MITIGATION DETAILS				
ID 7734 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
WWTP	Mid Halton Wastewater Treatment Plant	13	Oakville	Spot Repair
WWTP	Oakville SouthEast Wastewater Treatment Plant	24	Oakville	Spot Repair
33	Junction	10	Burlington	Spot Repair
34	Roseland	21	Burlington	Spot Repair
57	NorthShore Boulevard	4	Burlington	Spot Repair
68	Indian Road	1	Burlington	Spot Repair
77	Bridgeview	7	Burlington	Spot Repair
WWTP	Georgetown Wastewater Treatment Plant	36	Georgetown	Spot Repair
1	Armstrong Avenue	2	Georgetown	Spot Repair
2	Gollop Crescent	1	Georgetown	Spot Repair
3	Lynden Circle	2	Georgetown	Spot Repair
4	Moore Park	1	Georgetown	Spot Repair
83	Main Street	5	Georgetown	Spot Repair
WWTP	Acton Wastewater Treatment Plant	8	Acton	Spot Repair
5	Agnes Street	5	Acton	Spot Repair
53	Lakeview	4	Acton	Spot Repair
0	Milton Main	67	Milton	Spot Repair
84	Boyne	5	Milton	Spot Repair
86	MidBlock Arterial	65	Milton	Spot Repair
88	Laurier Avenue	22	Milton	Spot Repair
103	Tremaine Road	28	Milton	Spot Repair
	2025 Sub-Total	663		5,744
	Total	1,281		41,760

HALTON REGION

Budget and Business Plan 2019

Wastewater Development

CAPITAL BUDGET

2019

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2019 WASTEWATER SYSTEM PROJECT LISTING 2019 (000 DOLLARS)					REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
Disposal Activities										
PR-3262	7544	Boyne WWPS - Decommissioning upon completion of gravity sewers #7159, #6382, #6381 (MIL)	80			61		19		
PR-3260	7540	Decommissioning of Riverside WWPS and Shorewood Place WWPS (OAK)	240			182		58		
		Sub-total	320			243		77		
Expansion Activities										
	7527	Upsize WWM on Lasalle Park Road from Fairwood Pl to Lasalle WWPS (BUR)	137			104		33		
PR-3255	7526	Agnes St WWPS Strategy. Scoping Study, EA, Design and Construction (HHACT)	150			19	125	6		
	6493	375 mm WWM on Atwood Ave/Murno Circle and existing sewer alignment from Berton Blvd to Maple Ave (HHGEO)	6,138			1,026	4,788	324		
	6567	Twinned 300mm WWFM on 10th Side Rd from 9th Ln to New WW #9 (HHGEO)	849			628		221		
	6570	360 L/s WWPS at 10 Side Rd/9th Line (HHGEO)	6,943			5,138		1,805		
	6586	750 mm WWM on 8th Line from Argyll Rd to 10th Side Rd (HHGEO)	486			360		126		
	6587	600 mm WWM on 8th Line from Miller Rd to Argyll Rd (HHGEO)	415			307		108		
	7546	750 mm WWM on No 10 Side Road from WWPS #100 to Eighth Line (in order to decommission WWPS #100) (HHGEO)	3,783			2,875		908		



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WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2019 WASTEWATER SYSTEM PROJECT LISTING 2019 (000 DOLLARS)						REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES		
					NON-RES	RES			GROWTH	REGIONAL	
	7549	900 mm WWM on 8th Line from 10th Side Rd to 5th Side Rd - Construction (HHGEO)	24,072			17,813		6,259			
	7550	900 mm WWM on 8th Line from 5th Side Rd to Steeles Ave - Construction (HHGEO)	9,530			7,052		2,478			
	7552	1050 mm WWM on Steeles Ave from 8th Line to Crossing Easement - Construction (HHGEO)	3,156			2,335		821			
	6584	1,805 L/s WWPS at Lower Base Line and 4th Line (MIL)	607			449		158			
	6585	Twinned 900 mm WWFM from Lower Base Line to RR 25 (MIL)	1,270			940		330			
	7529	1050 mm WWM on Trafalgar Rd from Derry Rd to Golf Course - Construction (MIL)	7,307			5,407		1,900			
	7530	1050 mm WWM on Trafalgar Rd from Golf Course to Britannia Rd / Trafalgar Rd WWPS - Construction (MIL)	11,134			8,239		2,895			
	7551	1,200 L/s WWPS on Trafalgar Rd/ Britannia Rd - Construction (MIL)	21,773			16,112		5,661			
	7553	1050 mm WWM 401 Crossing from Steeles Ave to Auburn Rd - Construction (MIL)	13,843			10,244		3,599			
	7554	1050 mm WWM on Auburn Rd from Hwy 401 crossing easement to Trafalgar Rd - Construction (MIL)	4,473			3,310		1,163			
	7555	1050 mm WWM on Trafalgar Rd from Auburn Rd to Derry Rd - Construction (MIL)	10,005			7,404		2,601			
PR-3019	6481	450 mm WWM on internal road parallel to Dundas St from west of 16 Mile Creek Bridge to 190 m east of Proudfoot Trail (OAK)	75			56		19			



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DEVELOPMENT		2019 WASTEWATER SYSTEM PROJECT LISTING 2019 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	7520	600 mm WWM crossing Dundas St and 600 mm WWM on Dundas St from 900m west of Colonel Williams Parkway to Colonel Williams Parkway (Construction) (OAK)	4,254			3,148		1,106		
	7541	Walker St WWPS - I/I reduction Program to gain capacity at the station. Scoping Study, Design and Construction (OAK)	286			217		69		
PR-3261	7543	Gravity Sewers from Decommissioned Riverside WWPS and Shorewood Place SPS to New Rebecca Trunk (OAK)	3,120			2,371		749		
		Sub-total	133,806			95,554	4,913	33,339		
		Non-Infrastructure Solutions								
	7521	Black Creek Monitoring Program (HHA CT)	50			37		13		
PR-2678C	7518	Wastewater Collection System Analysis (REG)	110			81		29		
PR-2679C	7519	Wastewater Treatment Capacity Annual Monitoring Report (REG)	50			37		13		
		Sub-total	210			155		55		



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DEVELOPMENT		2019 WASTEWATER SYSTEM PROJECT LISTING 2019 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN	CAP INVT	DEBENTURES	
					NON-RES	RES	RESERV	RESERV	GROWTH	REGIONAL
		Total	134,336		95,952		4,913	33,471		
		Summary								
		Disposal Activities	320		243		77			
		Expansion Activities	133,806		95,554		4,913	33,339		
		Non-Infrastructure Solutions	210		155		55			
		Grand Total	134,336		95,952		4,913	33,471		



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DEVELOPMENT													
2019-2028 WASTEWATER FORECAST PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Disposal Activities													
	6508	Decommissioning of HH WWPS #3, connection to new 8th Line trunk sewer and conversion of site to septage receiving facility (HHS)	785			157	628						
PR-3262	7544	Boyne WWPS - Decommissioning upon completion of gravity sewers #7159, #6382, #6381 (MIL)	80	80									
PR-3260	7540	Decommissioning of Riverside WWPS and Shorewood Place WWPS (OAK)	240	240									
		Sub-total	1,105	320		157	628						
Expansion Activities													
	5907	300 mm WWM North Aldershot Servicing (BUR)	4,563						913			3,650	
	7527	Upsize WWM on Lasalle Park Road from Fairwood Pl to Lasalle WWPS (BUR)	683	137		546							
PR-3134	7532	New 2400 mm WWM inlet to Skyway WWTP parallel to QEW (BUR)	24,312					3,768			20,544		
	7534	450 mm WWM on new road in Milton Education Village from 800m north of Louis St Laurent extension to Louis St Laurent extension (BUR)	634						127			507	
	7537	Junction St WWPS - Capacity Upgrade to 150 L/s WWPS - Design and Construction (BUR)	12,277									2,455	9,822
PR-3257	6511	Twinning of 525 - 600 mm WWM from Elgin St South along Black Creek alignment to Acton WWTP (HHACT)	2,978		462		2,516						
PR-3255	7526	Agnes St WWPS Strategy. Scoping Study, EA, Design and Construction (HHACT)	7,189	150	1,002		6,037						



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DEVELOPMENT													
2019-2028 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6493	375 mm WWM on Atwood Ave/Murno Circle and existing sewer alignment from Berton Blvd to Maple Ave (HHGEO)	6,138	6,138									
	6506	750 mm WWM on 9th Line from Argyll Rd to 10th Side Rd - Georgetown South Connection (HHGEO)	7,030		7,030								
	6567	Twinned 300mm WWFM on 10th Side Rd from 9th Ln to New WW #9 (HHGEO)	849	849									
	6570	360 L/s WWPS at 10 Side Rd/9th Line (HHGEO)	6,943	6,943									
	6586	750 mm WWM on 8th Line from Argyll Rd to 10th Side Rd (HHGEO)	3,135	486	2,649								
	6587	600 mm WWM on 8th Line from Miller Rd to Argyll Rd (HHGEO)	2,671	415	2,256								
	7539	Norval WWPS - Capacity upgrade (HHGEO)	278		278								
	7542	Main St WWPS Capacity Upgrade (HHGEO)	260		260								
	7546	750 mm WWM on No 10 Side Road from WWPS #100 to Eighth Line (in order to decommission WWPS #100) (HHGEO)	3,783	3,783									
	7549	900 mm WWM on 8th Line from 10th Side Rd to 5th Side Rd - Construction (HHGEO)	24,072	24,072									
	7550	900 mm WWM on 8th Line from 5th Side Rd to Steeles Ave - Construction (HHGEO)	9,530	9,530									
	7552	1050 mm WWM on Steeles Ave from 8th Line to Crossing Easement - Construction (HHGEO)	3,156	3,156									
PR-3009	5906	750 mm WWM on new road alignment from Louis St. Laurent to Britannia Rd (MIL)	8,694		8,694								



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DEVELOPMENT													
2019-2028 WASTEWATER FORECAST PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6497	300 mm WWM on Derry Rd from 8th Line to Trafalgar Rd (MIL)	885							177		708	
	6498	450 mm WWM on new road from 8th Line to Trafalgar Rd (MIL)	1,651							330		1,321	
	6499	300 mm WWM on Britannia Rd from 8th Line to Trafalgar/ Britannia WWPS (MIL)	1,148							230		918	
	6500	600mm WWM on 4th Line from new road to Lower Base Line WWPS (MIL)	4,632							926		3,706	
	6501	450 mm WWM on 4th Line from south of Britannia Rd to new road (MIL)	3,722							744		2,978	
	6502	525 mm WWM on Thompson Rd and new internal road from south of Britannia to 4th Line (MIL)	2,520							504		2,016	
	6503	300 mm WWM on 8th Line from north of Derry Rd to Derry Rd (MIL)	537							107		430	
	6504	450 mm WWM on 8th Line from north of new road to new road (MIL)	864							173		691	
	6505	300 mm WWM on 8th Line from north of Britannia Rd to Britannia Rd (MIL)	424							85		339	
	6515	300 mm WWM on Childs Drive between the south entrance of Satok Crescent and Nipissing Road (MIL)	445									89	356
	6517	450 mm WWM on Oak Street between Ontario St South and Fulton St (MIL)	1,115									223	892
	6552	450mm WWM on new road alignment in Milton Education Village from Louis St Laurent extension to 1115 m south (MIL)	883							177		706	



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DEVELOPMENT													
2019-2028 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6554	600 mm WWM on Lower Base Line from WWFM discharge approx 650 m west of 1st Line to Regional Rd 25 (MIL)	9,034							1,807		7,227	
	6555	New 225 L/s WWPS on Tremaine Rd at Lower Base Line (MIL)	7,314					1,463			5,851		
	6556	Twin 400 mm WWFM from Tremaine WWPS to Lower Base Line, approx 650 m west of 1st Line (MIL)	4,520					904			3,616		
	6557	600 mm WWM on Tremaine Rd from approximately 1500 m north of South Tremaine Rd WWPS to South Tremaine Rd WWPS (MIL)	6,583							1,317		5,266	
	6559	525 mm WWM on Tremaine Rd from Britannia Rd to 1050 m south of Britannia Rd (MIL)	4,629							926		3,703	
	6560	525 mm WWM on James Snow Pkwy and new road alignment from Steeles Ave to Esquesing Line (MIL)	2,065							413		1,652	
	6561	450 mm WWM on new road and Britannia Rd from Milton Education Village to Tremaine Rd (MIL)	562							112		450	
PR-3024	6562	450 mm WWM on new road from 440 m north of Derry Rd to Derry Rd and 525 mm WWM on Derry Rd from 725 m east of 5th Line to 5th Line (MIL)	1,238		1,238								
	6564	525 mm WWM on new alignment from Esquesing Line to 3rd Line (MIL)	3,157							631		2,526	
	6578	525 WWM on Trafalgar Rd from south of Britannia Rd to Britannia Rd/ Trafalgar Rd WWPS (MIL)	4,389								878		3,511
	6581	1350mm WWM on 5th Line from Britannia Rd to Lower Base Line (MIL)	15,678							3,136		12,542	
	6582	1350 mm WWM on Lower Base Line from 5th Line to 4th Line (MIL)	10,003							2,001		8,002	



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DEVELOPMENT													
2019-2028 WASTEWATER FORECAST PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6583	525 mm WWM on new road from 1400 m north of Britannia Rd to Britannia Rd (MIL)	5,727					1,145		4,582			
	6584	1,805 L/s WWPS at Lower Base Line and 4th Line (MIL)	30,369	607				6,074		23,688			
	6585	Twinned 900 mm WWFM from Lower Base Line to RR 25 (MIL)	63,500	1,270				11,430		50,800			
	7524	450 mm WWM through developer subdivision from ID 6114 on Thompson Rd westerly (MIL)	639		639								
	7529	1050 mm WWM on Trafalgar Rd from Derry Rd to Golf Course - Construction (MIL)	7,307	7,307									
	7530	1050 mm WWM on Trafalgar Rd from Golf Course to Britannia Rd / Trafalgar Rd WWPS - Construction (MIL)	11,134	11,134									
	7531	525mm WWM on Fourth Line from Britannia Rd to approximately 900 m north (MIL)	3,664		3,664								
	7551	1,200 L/s WWPS on Trafalgar Rd/ Britannia Rd - Construction (MIL)	21,773	21,773									
	7553	1050 mm WWM 401 Crossing from Steeles Ave to Auburn Rd - Construction (MIL)	13,843	13,843									
	7554	1050 mm WWM on Auburn Rd from Hwy 401 crossing easement to Trafalgar Rd - Construction (MIL)	4,473	4,473									
	7555	1050 mm WWM on Trafalgar Rd from Auburn Rd to Derry Rd - Construction (MIL)	10,005	10,005									
PR-3021	4994	600 mm WWM on new North Oakville road from Burnhamthorpe Rd to Dundas St (OAK)	6,916		6,916								
PR-3019	6481	450 mm WWM on internal road parallel to Dundas St from west of 16 Mile Creek Bridge to 190 m east of Proudfoot Trail (OAK)	480	75		405							



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DEVELOPMENT													
2019-2028 WASTEWATER FORECAST PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	6527	Twin 600 mm WWM on service road to Marine Drive WWPS from Marine Drive (OAK)	127		127								
	6530	300 mm WWM on Kerr St between Forster Park and Rebecca St (OAK)	957		149		808						
	6531	250 mm WWM on Chisholm/Rebecca St between Forsyth St and Chisholm St on Rebecca St and on Chisholm St between Rebecca St and 45 m north of Lakeshore Rd West (OAK)	233								47		186
	6535	450 mm WWM on Trafalgar Rd between 10 m north of Inglehart Street North to Cross Ave (OAK)	1,273					255			1,018		
	6537	675 mm WWM on Trafalgar Rd, through GO lot and on Argus St from Spruce St to 60 m north of Cross Ave (OAK)	3,503					701			2,802		
PR-3135	6588	Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d (OAK)	97,766			17,957		79,809					
	7520	600 mm WWM crossing Dundas St and 600 mm WWM on Dundas St from 900m west of Colonel Williams Parkway to Colonel Williams Parkway (Construction) (OAK)	4,254	4,254									
	7522	525 mm WWM through developer subdivision from ID 5063 to Burnhamthorpe Rd W (OAK)	1,643		1,643								
PR-2079	7523	600 mm WWM on Trafalgar Rd from ID 5062 to Burnhamthorpe Rd E (OAK)	3,014		3,014								
	7528	North WWPS expansion of 1,200 L/s at Mid-Halton WWTP (OAK)	22,564								4,513		18,051
	7541	Walker St WWPS - I/I reduction Program to gain capacity at the station. Scoping Study, Design and Construction (OAK)	2,347	286				349			1,712		
PR-3261	7543	Gravity Sewers from Decommissioned Riverside WWPS and Shorewood Place SPS to New Rebecca Trunk (OAK)	3,120	3,120									



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DEVELOPMENT													
2019-2028 WASTEWATER FORECAST PROJECT FORECAST LISTING 2019 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	7556	West River WWPS - Capacity Upgrade to 120 L/s WWPS - Design and Construction, including 450 mm inlet WWM to the station on Service Rd from West River St to West River WWPS (OAK)	9,259		9,259								
		Sub-total	547,063	133,806	49,280	18,908	9,361	105,898	14,836	115,491	66,665	3,511	29,307
Non-Infrastructure Solutions													
	7521	Black Creek Monitoring Program (HHACT)	400	50	50	50	50	50	50	50	50	50	
PR-3256	7517	Halton Wastewater Master Plan (REG)	1,600					800					800
PR-2678C	7518	Wastewater Collection System Analysis (REG)	1,100	110	110	110	110	110	110	110	110	110	110
PR-2679C	7519	Wastewater Treatment Capacity Annual Monitoring Report (REG)	500	50	50	50	50	50	50	50	50	50	50
		Sub-total	3,600	210	210	210	210	1,010	210	210	210	160	960
		Total Required Financing	551,768	134,336	49,490	19,275	10,199	106,908	15,046	115,701	66,875	3,671	30,267

