TOWN OF MILTON

The Corporation of the Town of Milton

APPROVED CAPITAL AND OPERATING BUDGET

2017

Foreword

Submitted By:

Linda Leeds, CPA, CGA
Deputy Chief Administrative Officer and Chief Financial Officer

Prepared By:

Corporate Services Department, Finance Division

Sheryl Hill, CPA, CGA
Director, Finance

Jennifer Kloet, CPA, CA
Manager, Financial Planning and Policy

Melanie Wallhouse, CPA, CMA
Senior Financial Analyst

Brad Schultz, CPA, CMA
Senior Financial Analyst

Deanne Peter, MBA
Budget Analyst

Stephanie Lopes, CPA, CMA
Budget Analyst

Chris Maguire, CPA, CA
Budget Analyst

Tak Chen, CPA, CA
Budget Analyst

Sara Lourenco
Financial Admin Analyst

Yijing Gu
Financial Admin Analyst

Laura Hamulecki
Administrative Assistant

With the Assistance of:

Chief Administrative Officer
Strategic Management Team
Leadership Management Team
Communications and Marketing
Departmental Budget Staff

Foreword

Distinguished Budget Presentation Award

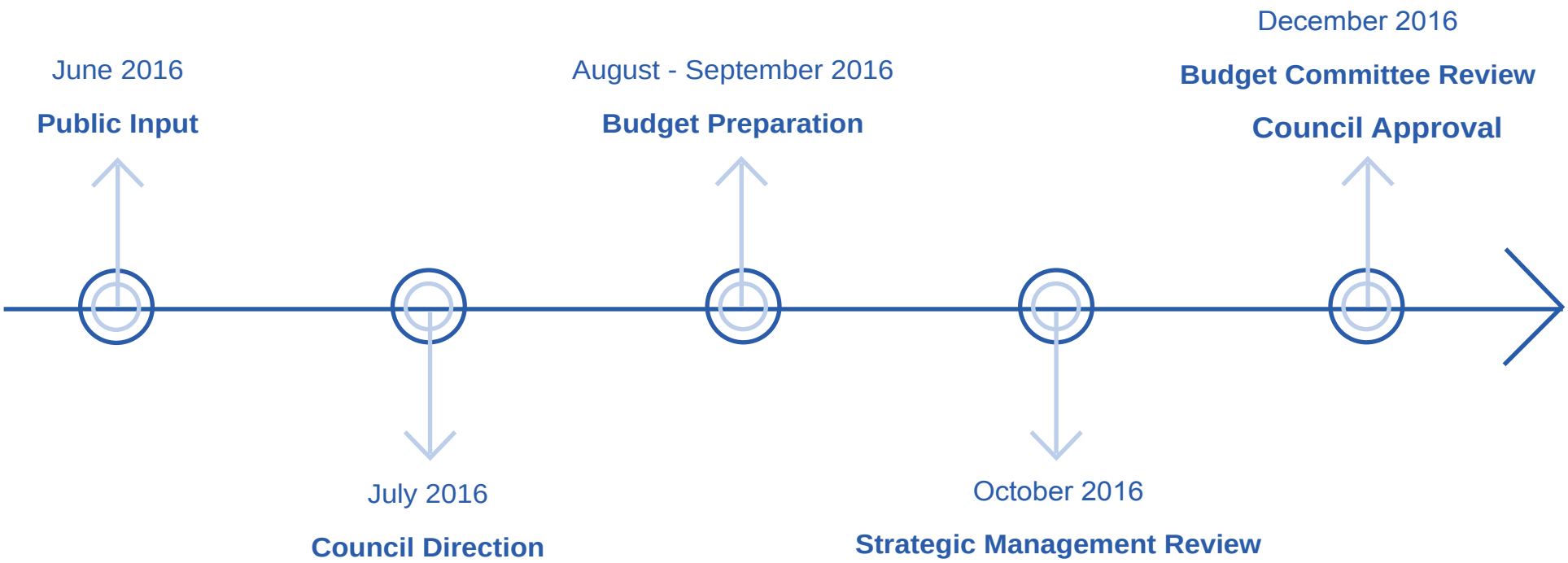
For the eleventh consecutive year, the Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Corporation of the Town of Milton, Ontario for its annual budget for the fiscal year beginning January 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets the following program criteria:

1. As a policy document
2. As an operations guide
3. As a financial plan
4. As a communications device

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

The GFOA Distinguished Budget Presentation Award has been received by the Town of Milton consecutively for each fiscal year beginning 2006 through to 2016.

Timeline - 2017 Budget Preparations



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OVERVIEW

2017 Town of Milton Approved Capital and Operating Budget

1

Welcome Messages

Message from the Chief Administrative Officer

Bill Mann

Over the past year, the Town has demonstrated its commitment to excellence through a number of important actions that serve to strengthen the organization and help us better serve the Milton community.

Destiny Milton 3, the Town's new strategic plan, was approved by Council in late 2015 and established the strategic direction of the organization to 2018. During 2017, the Town will continue to implement the actions identified in this plan. Specifically, the 2017 budget contains funds to:

- Enhance transit
- Introduce a new recreation sports leadership development program
- Build on success at the Milton Education Village Innovation Centre
- Continue work on the Milton Education Village
- Develop a comprehensive Asset Management Plan
- Add resources to our Communications and Marketing team

Looking ahead, in 2017 we will continue to work towards our ultimate goal of a strong, healthy and sustainable community.

Message from the Deputy Chief Administrative Officer and Chief Financial Officer

Linda Leeds

It is my pleasure to present the 2017 Town of Milton municipal budget. I would like to thank the residents of Milton for the feedback that they provided through the public input survey in June. In response to this, the development of the budget was mindful of the valuable input that we received on priorities and requests for changes to services provided by the Town.

The 2017 budget continues to focus on the delivery of infrastructure and services that contribute to the high quality of life for Milton residents. Specifically, built into the 2017 budget are enhancements to existing service levels through new programs such as weed control and innovative recreation program offerings. Community safety also continues to be a high priority and has been addressed through the addition of new firefighters.

Overall, the 2017 budget focuses on strengthening core municipal services while keeping taxes affordable to residents.

Organizational Structure

Mayor
Gordon Krantz

Town Council is the governing body that is responsible for representing the public and considering the well-being and interests of the municipality.

Mike Cluett
Local and Regional Councillor
Wards 1, 6, 7 & 8

Colin Best
Local and Regional Councillor
Wards 2, 3, 4 &5

Robert Duvall
Local Councillor
Ward 1

Mike Boughton
Local Councillor
Ward 2

Cindy Lunau
Local Councillor
Ward 3

Rick Malboeuf
Local Councillor
Ward 4

Arnold Huffman
Local Councillor
Ward 5

John Pollard
Local Councillor
Ward 6

Rick Di Lorenzo
Local Councillor
Ward 7

Zeeshan Hamid
Local Councillor
Ward 8

Through a variety of departments, staff are responsible for administering the Town's programs and services.

Executive Services

Bill Mann
Chief Administrative Officer (CAO)

- Offices of the Mayor and CAO
- Communications and Marketing
- Economic Development
- Fire Services

Corporate Services	Planning and Development	Engineering Services	Community Services
Linda Leeds Deputy Chief Administrative Officer and Chief Financial Officer	**Barb Koopmans** Commissioner of Planning and Development	**Paul Cripps** Commissioner of Engineering Services	**Kristene Scott** Commissioner of Community Services
• Finance/Accounting • Human Resources • Information Technology • Purchasing and Risk • Taxation • Town Clerks Division	• Policy Planning • Development Review • Building Services	• Road Planning • Traffic • Development Engineering • Road and Parks Maintenance • Transit	• Parks and Open Space Planning • Facility Services • Recreation Programs • Community Development • Culture & Arts

Snapshot of a Growing Community

This is my Milton

The programs and services provided through the budget are examined each year to assess their appropriateness and determine if changes to the scope are required as the Town continues to grow. This "Snapshot of a Growing Community" conveys some of the key statistics that are relied upon during the budget development process and as we plan for Milton's future.

Milton has enjoyed steady population growth year after year for the past decade, and has consistently ranked as Canada's fastest growing community.

Estimated Population Growth

2016	2021	2031
108,000	**145,000**	**235,000**

% of Population that is a Visible Minority

2001: **3%**

2006: **17%**

2011: **30%**

Young, Educated & Growing Fast

25-44

34
Years of Age
Youngest in Ontario

73%
Post-Secondary Education
5th Most Educated Workforce in Ontario

$106,743
Median Household Income
Top 10 in Ontario

Milton's population is unique within the Greater Toronto Area. As such, the development of the municipal budget takes into account the needs of a young, well-educated and increasingly diverse community.

Strong, Balanced Growth

The Town of Milton boasts a strong and diversified economy, with the following attributes:

- Major economic sectors include, advanced manufacturing, distribution/ warehouse and food production industries
- Labour force of 51,887 in 2012; projected to grow to over 114,000 by 2031
- Skilled, highly educated labour pool with close proximity to colleges and universities

25%
of Milton's Total Assesment Growth is Non-residential
Consistent, balanced approach to development maintained over 5 years

1.6 Million
Square Feet
5 year rolling average of ICI development

2.5Million
Square Feet of ICI Development in 2015
A record breaking year for the Town

Average residential permits issued annually **1,516** (2011 - 2015)

Current Development Areas

Derry Green Business Park is the next phase of industrial-commercial growth in Milton. It will accommodate mixed density growth until 2021 and offer more than 2,000 acres of high-demand business park development.

Boyne Residential Survey is Phase 3 of the residential urban expansion in the Town of Milton, and will accommodate 50,000 new residents when fully developed. The area is approximately 2,300 acres in size and is bounded by Louis St. Laurent Avenue to the north, James Snow Parkway to the east, Britannia Road to the south and Tremaine Road to the west.

Snapshot of a Growing Community

Economic Context

Municipal Price Index

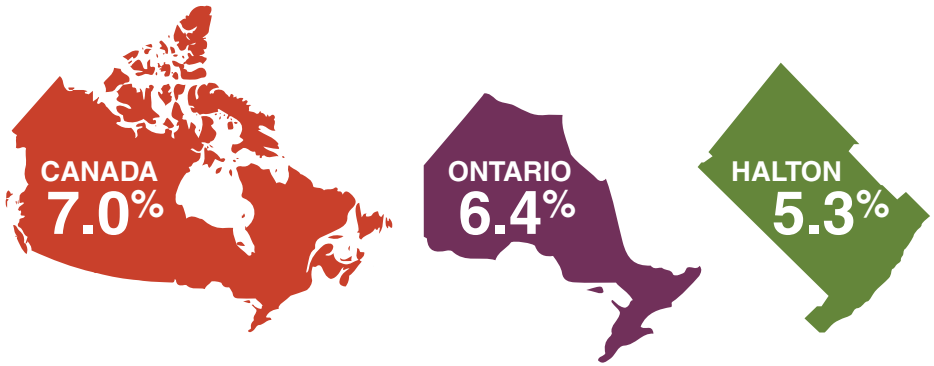
The Town uses a customized Municipal Price Index (MPI) to accurately reflect the inflationary pressures impacting the municipality, in accordance with the Government Finance Officers Association best practices. Using the MPI increases accuracy when budgeting for the services and goods the Town needs to acquire, and takes into account the Town's significant level of investment in capital infrastructure spending.

For the 2017 budget, the MPI for the Town of Milton is calculated at 3.02%.

Employment Growth

As of November 2016, the Canadian unemployment rate was around 7.0%, with the Ontario rate at 6.4%. The good news is that Halton Region is performing even better than national and provincial rates, with a regional unemployment rate of 5.3%.[1]

Unemployment Rate



Interest Rates/Borrowing

The Bank of Canada has maintained the overnight rate at 0.5% since July 2015.[2]

These historically low rates impact the Town in two key areas:

1. Low rates reduce borrowing costs for debt financed projects, freeing up more available funding to allocate towards capital project.
2. Low rates reduce the amount of investment income, since the rate of return on surplus cash and investments is directly linked to interest rates.

What this Means for Milton

A balance of residential and non-residential growth helps ensure a financially healthy community while providing employment opportunities to support a growing and highly educated population.

Contrary to popular belief, growth does not pay for itself. The financial impact of extending existing services to new growth areas was presented to Council in the Long Term Fiscal Impact Assessment of Growth (2010). It showed that a projected annual tax increase of 6.32% is needed to support the extension of services to new growth areas, as well as maintain service levels in existing neighbourhoods. Conservative tax rate increases have resulted in lean budgets year after year.

As the community continues to grow, tax rate increases will support the service levels that make Milton the best place to live, work and grow.

[1] 2015 Employment Survey Results – Halton Region
[2] Bank of Canada

2017 Budget-at-a-Glance

Building a Complete Community

When you get in your car to drive to work…

Or hop on the bus to go to school…

Or take your kids to swimming lessons at the end of the day…

Do you ever wonder how all of these pieces come together to build your community? How does all of this get paid for?

Your local municipal budget provides for the services and programs that make your community a safe, healthy and prosperous place to live.

Budget planning and preparation is more than a numbers game – it's about delivering the best value for your tax dollars through prudent and responsible decision-making.

Services Funded by Your Property Tax Bill

When you pay your municipal property tax bill, the funds are then distributed to three agencies, (1) the Town of Milton, (2) Halton Region and (3) the School Boards. Each of these agencies are responsible for delivering a distinct set of programs and services.

Here's a breakdown of the Town of Milton service areas supported by every Milton tax dollar:

Fire and Protective Services - 20¢
Capital Project Financing - 15¢
Recreation Facilities and Programs - 12¢
Parks Maintenance - 10¢
Roads - 9¢
Milton Public Library - 8¢
Transit - 8¢
Winter Maintenance - 6¢
Civic Administration - 5¢
Planning, Zoning and Economic Development - 4¢
Streetlighting - 2¢
Hospital - 1¢

Town of Milton - 34%

Halton Region - 41%

- Waste and Recycling Collection
- Police and EMS
- Regional Roads and Transportation
- And more...

Education (School Boards) - 25%

2017 Budget-at-a-Glance

A Little Goes a Long Way

Town of Milton programs and services support a high quality of life for all residents – whether you're a newcomer to the community or your family has lived here for generations.

Programs and services are reviewed regularly and the budget reflects changes required to service a growing community with increases in cultural diversity.

Preparing the budget is a balancing act between meeting the current needs of the community while being affordable to residents and working towards the corporation's long-term financial goals.

The 2017 budget supports the construction and rehabilitation of infrastructure as well as increased services in roads and parks maintenance, library services and new recreation program offerings. Additional firefighters have also been included in the budget to complete the staffing of a third daytime truck enabling faster response time.

What You Told Us

Your opinion matters to us. So much so that one of the goals in our updated strategic plan, Destiny Milton 3, is to communicate better and more broadly with members of the public. The budget survey is the most important way we can learn about your priorities for service levels.

This year, a total of 643 people participated in the survey, representing an increase of 53% over the former record (2015 budget survey). There's room to grow, and we look forward to hearing from many more Milton residents and businesses in June 2017 for the 2018 Budget.

The following chart shows how the 2017 budget reflects the top areas you identified for service level enhancements:

Areas Identified for Service Level Enhancements	Areas of Investment in 2017 Budget
55% **Road Network**	• Redevelopment and expansion of many roadways including Louis St. Laurent from RR 25 to Yates
36% **Transit**	• Extension of service to new areas • New extended evening service • Pilot Transit service to rural community
35% **Parks, Open Spaces & Sports Fields**	• New weed control program • Completion of Community Park • Incremental resources to maintain new parks
33% **Recreation & Leisure Programs**	• New sports programs • Extended library hours
32% **Milton Local Road Maintenance**	• Expanded asphalt programs and asphalt overlay • Increased roadside brushing
28% **Winter Control**	• Expansion of windrow program • Incremental resources to respond to winter events on the new roads being built by both the Town and the development community

2017 Budget-at-a-Glance

Destiny Milton 3

In addition to considering what you told us, the budget also takes into account the priorities and goals that have been developed as part of the Town's current strategic plan, Destiny Milton 3. This plan is intended to guide the Town's strategic decision-making over the next several years as we strive towards building a complete community.

As highlighted below, the 2017 budget supports the goals of Destiny Milton 3 and contains both new projects and several multi-year projects initially approved in previous budget years.

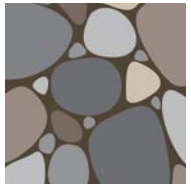
1 Vibrant and Connected Community

- Sherwood Community Centre – a new recreation facility with a pool, gym, program rooms, and library.
- Recreation System Replacement – new software that will provide increased efficiency for users to register for programs, book facility space, and maintain memberships.
- Sustainable Halton – growth management and land use planning to 2031.

2 Economic Growth

- Milton Education Village – develop land and financial plan for a 400 acre site campus and continue partnership with Wilfrid Laurier University.
- Milton Education Village Innovation Centre – incubator for innovative technologies.
- Continue to provide support and synergies between innovative new businesses and advisors to grow new economic opportunities.

3 Financial Sustainability



- Asset Management Plan – build a comprehensive asset management plan that includes parks, sports fields, and streetlights.

4 Enhanced Communication

- Corporate Branding – provide a consistent, simplified brand that represents the young and innovative Milton community.

5 Organizational Effectiveness

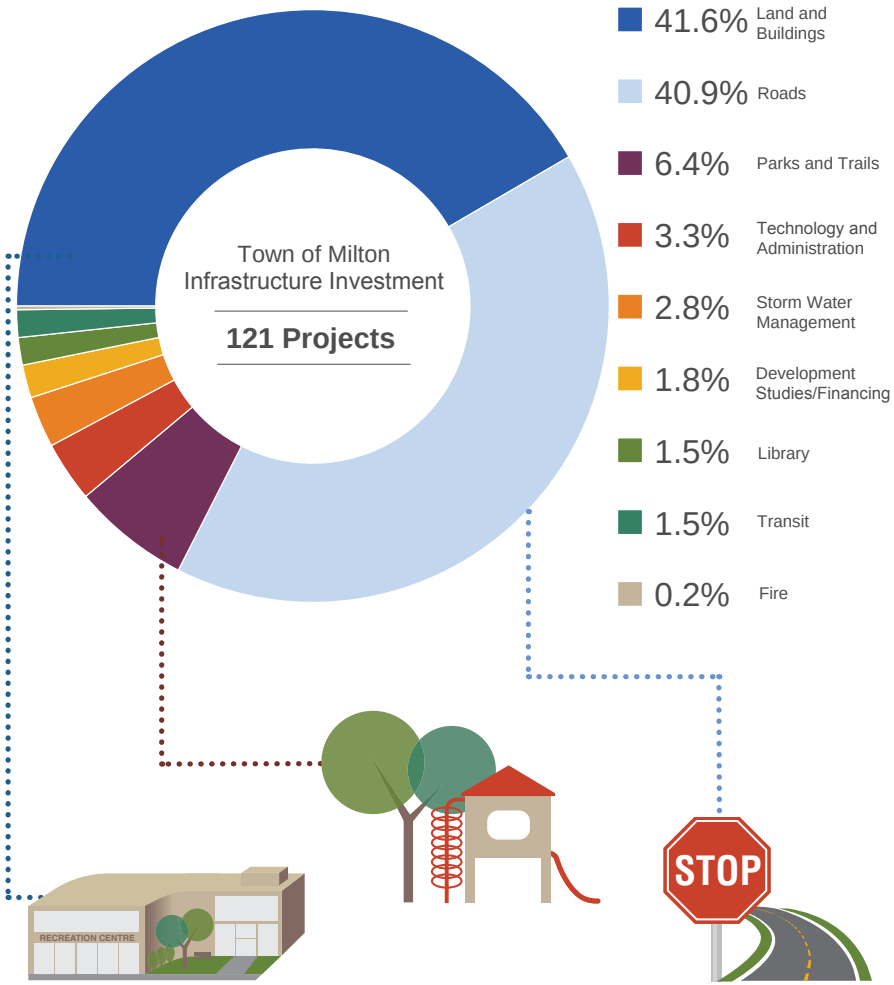
- Succession Planning – internal work will take place in 2017 to support leadership development and the transfer of organizational knowledge.
- Project Management – dedicated staff person hired in 2016 to begin development of the corporate project management office, including the introduction of a consistent project management methodology.

2017 Budget-at-a-Glance

Investing in Infrastructure to Support a Complete Community

A growing municipality like Milton needs to invest in both new infrastructure and the renewal of existing infrastructure, such as roads, facilities and parks.

Here's a snapshot of our investment in the community for 2017:



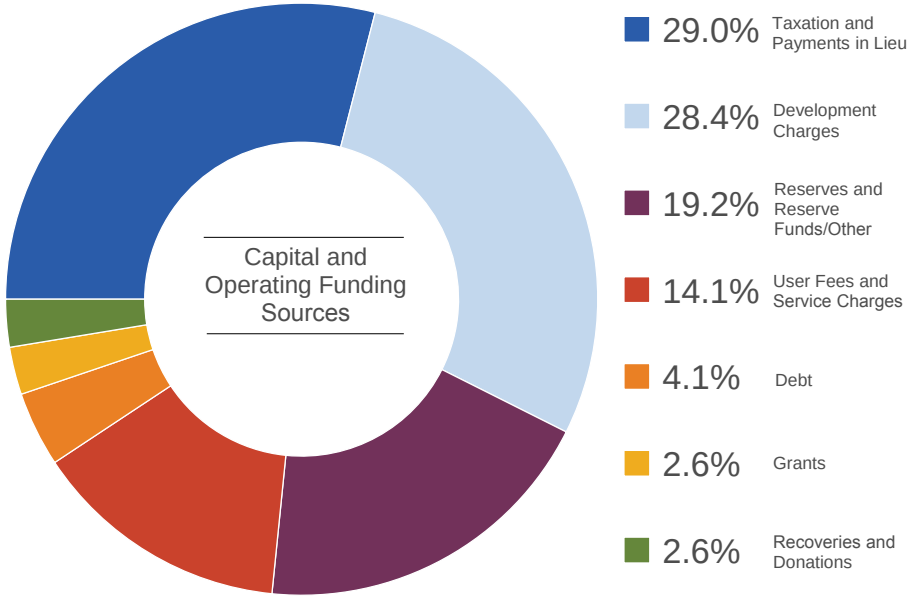
Hospital Expansion

In 2013, the Town committed to providing a maximum of $35 million to Halton Healthcare Services for the redevelopment of the Milton District Hospital. The expansion is expected to be substantially complete in early 2017, at which time the Town will be required to provide payment to Halton Healthcare Services.

The 2017 capital budget includes a capital project for the hospital expansion with funding from various sources including debentures, developer contributions, the Hospital Reserve Fund, and Slot Reserve Fund.

How is the Budget Funded?

The Town of Milton continues to rely on a variety of revenue sources to fund the programs, services and infrastructure needed to support a growing community, with property taxes funding less than 30% of the entire financial plan.



2017 Budget-at-a-Glance

Tax Impact

The 2017 budget has been approved with a tax impact of $12.86 per $100,000 of assessment. The 2015 tax policy change of phasing out the urban service area tax levy results in a further reduction of $1.72 and increase of $12.75 per $100,000 of assessment to an urban and rural resident respectively.

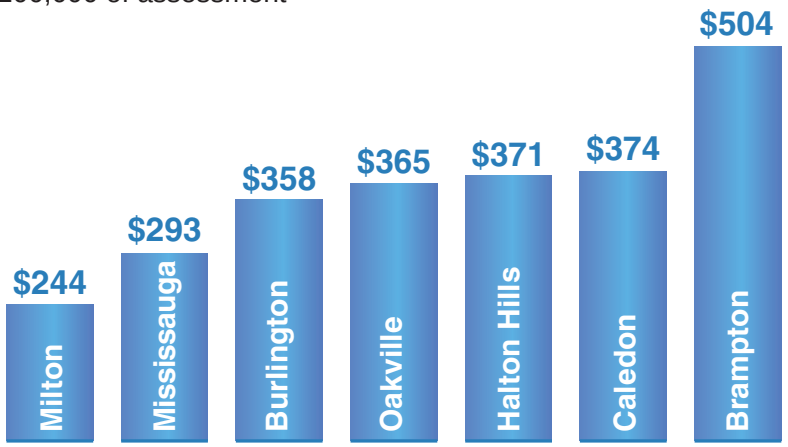
2017 Budget Impact on Total Tax Bill

$12.86 per $100,000 assessment value

How We Compare

2016 Approved Local Tax Comparison

Per $100,000 of assessment



Milton's tax rate is 35.3% lower than the average.

Total Municipal Burden as a % of Household Income

Milton	3.3%
Oakville	3.5%
Halton Hills	3.7%
Caledon	3.7%
Burlington	3.8%
Mississauga	4.3%
Brampton	5.1%

Milton's overall tax burden as a percentage of household income is the lowest in the GTA at 3.3%.

Source: 2015 BMA Municipal Study, Page 467.

CAPITAL BUDGET SUMMARY

2017 Town of Milton Approved Capital and Operating Budget

2

Overview

Introduction

Municipal infrastructure is the foundation upon which communities are built. It supports and enhances our quality of life, drives our economy and increases prosperity. Public infrastructure defines how we move through our communities by car, bus, bike or foot, our options for recreation, cultural and sport activities as well as supports our health and safety through the fire service and storm water management. Infrastructure is costly to build, renew or replace. Spending decisions must be guided by a strong strategic framework to ensure investments meet the needs of a growing community while actively repairing existing infrastructure to maintain its serviceability.

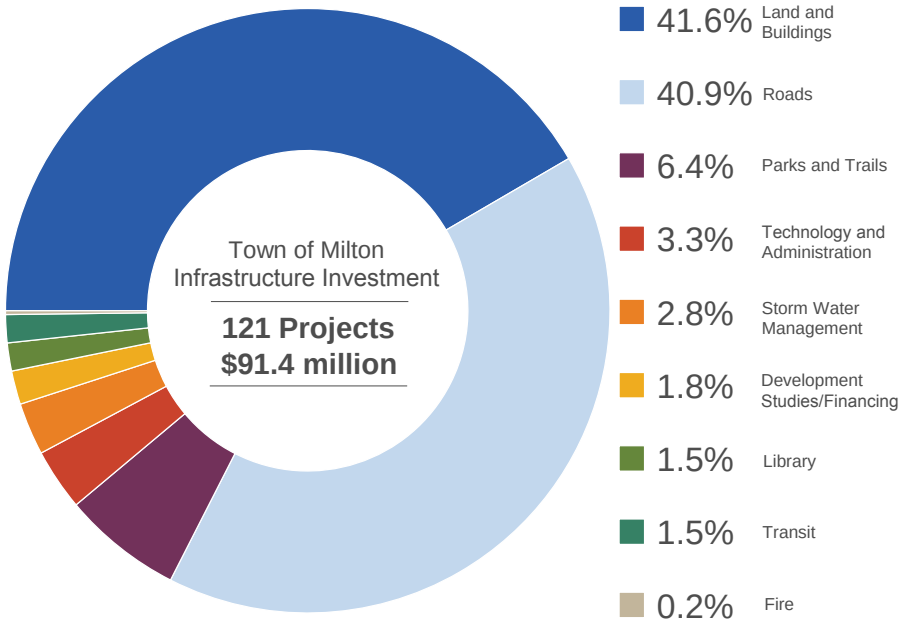
The starting point of the 2017 capital budget is the prior year approved forecast which was based on detailed studies and planning exercises, including various fiscal impact analyses, the 2015 Development Charge Background Study and the Town's Asset Management Plans. These plans form the strategic framework for investment in both growth and state of good repair infrastructure to ensure the infrastructure to support growth in the community is identified and planned for and existing assets are rehabilitated to ensure ongoing serviceability. Consideration is also given to changes in the growth forecast, the impact of capital investment on future operating budgets, feedback gathered through the public input process, alignment with the Town's strategic plan, Destiny Milton 3, as well as the available human resources to undertake and properly manage the program.

Milton's 2017 capital budget represents an investment of $91.4 million in 121 projects to provide programs and services to the community. Just over 71% of this year's capital budget will extend services to growth areas through the development of new infrastructure, while 22% will focus on the state of good repair through the maintenance and rehabilitation of existing infrastructure. The balance of the budget is associated with other projects including the conversion of streetlights to LED and the Emerald Ash Borer implementation strategy.

In addition to the $91.4 million of investment in Town owned infrastructure and associated studies, Milton's capital budget includes a one-time grant of $35 million to Halton Healthcare Services to address the local share of the expansion to the Milton District Hospital. The capital budget summary presented on the following pages excludes the hospital expansion, unless otherwise noted.

Infrastructure to Support a Complete Community

Investments in hard infrastructure play a key role in bringing to life Milton's vision of building a vibrant, thriving and innovative community, where everyone feels welcome, safe, connected and engaged. Milton continues to invest heavily in road and transit infrastructure as well as buildings and parkland to support essential and leisure services. Investments in these areas account for $82.7 million, or 90.4%, of the total investment in capital infrastructure.



Land and Buildings - $38 Million (19 projects)

Public facilities, including recreational and cultural facilities, libraries, fire stations and civic buildings, enable the delivery of municipal services and support a complete, sustainable and livable community where people live, work, learn and play. Significant investment in recreation and library facilities will continue through 2017 with the ongoing construction of the Sherwood Community Centre and Library and investment in rehabilitation efforts at various facilities. At the same time, Fire Station #1 will undergo considerable renovations to complete the conversion from the former headquarters to a substation and training facility with increased capacity to service growth.

Roads - $37.4 Million (36 projects)

Getting easily and quickly from home to work or school and back again; and then to recreational and social activities continues to be a significant priority to members of the community. To keep people moving, Milton will invest 40% of its capital funds on roads and related infrastructure highlighted by the following projects:

- Widening of Louis St. Laurent from Regional Road 25 to Yates Drive to four (4) lanes to provide additional east/west travel capacity supporting the development of the Boyne Secondary Survey Area.
- Utility relocates and land purchases to support the 2018 reconstruction and widening of Main Street from James Snow Parkway to 5th Line to four (4) lanes to service development in the Derry Green Business Park.
- Conversion of existing streetlights to LED to reduce energy consumption resulting in long-term cost savings; Project is pending completion of the business plan to support the investment.
- Incremental funds to construct the pedestrian tunnels under the CN tracks along Main Street between Bronte Street and Scott Boulevard.
- Rehabilitation and maintenance of various roads throughout the Town using expanded asphalt, asphalt overlay and surface treatment methods as identified in the Town's Asset Management Plan.

Parks and Trails - $5.9 Million (23 projects)

Enjoying time outdoors with family and friends at local parks and exploring the community using Milton's extensive network of trails are activities treasured by local residents who are supportive of enhancements in this service area. Through the 2017 budget, Milton will be investing $2.7 million to complete the construction of the Community Park which will provide a large field for festivals and special events as well as a natural amphitheatre and group picnic areas. New parks and trails will also be constructed to extend the network to newly developed areas.

Technology and Administration - $3.0 Million (20 projects)

Information technology plays a crucial role in supporting the delivery of programs and services to Milton residents. Process automation through the use of technology helps to minimize operating costs and enhance service delivery. In 2017, the Town will invest in technology infrastructure including improvements and/or expansion of both network and server hardware to support ongoing operations as well as department specific technology requests and e-services designed to enhance efficiencies in operations and customer service.

Minimal investment of $0.4 million in administrative initiatives will be undertaken throughout 2017 with a focus on marketing initiatives and enforcement activities.

Stormwater Management - $2.6 Million (4 projects)

Complementing our park, trail and open space system, stormwater management ponds provide an important, environmental service to Milton residents while enhancing the beauty of our natural setting. Natural biological processes within these ponds help to remove most of the pollutants in the rainfall runoffs, naturally cleaning the water as it passes through while at the same time providing a temporary holding area for rainfall runoff to prevent localized flooding. Although intended to replicate a natural environment, stormwater ponds will deteriorate over time and require rehabilitation. The majority of the investment in stormwater management will be directed towards the rehabilitation of the High Point stormwater pond; contingent upon the receipt of grant funding.

Development Studies/Financing - $1.6 Million (3 projects)

Driven by growth in the community, these projects include completing a fiscal impact study on Sustainable Halton Lands and funding of legislated development charge exemptions required under the *Development Charges Act, 1997*. These funds are to address the Town's requirements to fund development charges for certain types of development that are exempt either under the *Act* or through the Towns' Development Charge By-Law.

Library - $1.4 Million (5 projects)

The Milton Public Library provides the resources, materials, programs and services to support and encourage the life-long learning and literacy of residents. Through 2017, the Library will begin purchasing collection materials for the new library branch to be located within the Sherwood Community Centre as well as continue its cyclical replacement of materials at its existing locations.

Transit - $1.4 Million (5 projects)

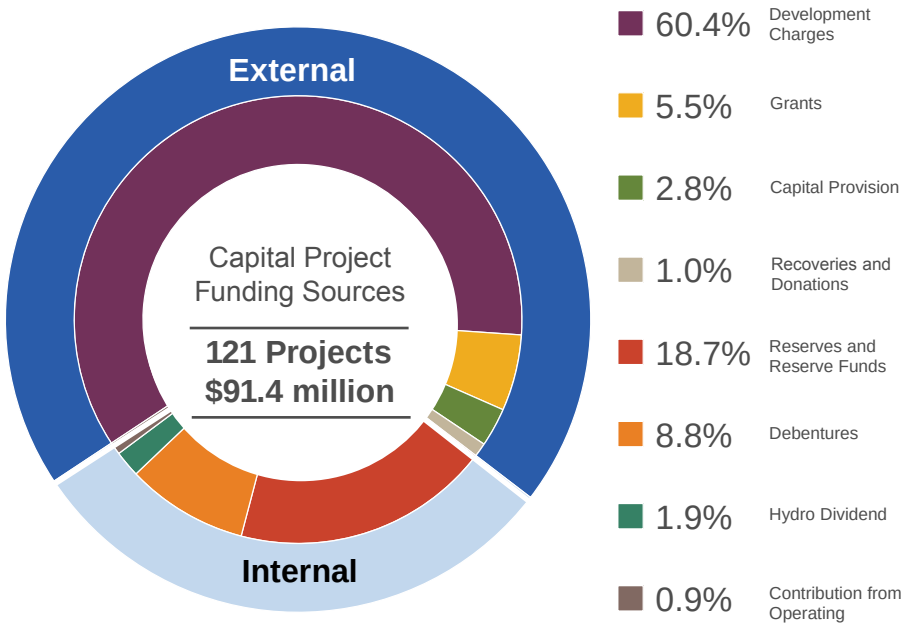
Another method for residents to get to where they are going is through the use of public transportation. The social, economic and environmental benefits of transit systems extend beyond those who use it regularly and support investment in the transit system by a growing municipality. Contingent upon the approval of grant funding, the Town will invest in two (2) new buses to extend the transit service to newly developed areas within the Boyne Secondary Survey area as well as enhance the existing automated vehicle location infrastructure.

Fire - $0.2 Million (6 projects)

Ensuring Milton is a safe place to live, work and play through a wide range of effective fire suppression, safety and related services is the mission of the Milton Fire Department. To support this mission and ensure the safety of Milton residents, businesses and fire personnel, the replacement of aging fire equipment is the focus of investment in the fire service.

Funding a Complete Community

Developing new and rehabilitating old infrastructure to provide services to the community is very costly. Milton actively pursues all available financing opportunities, including developer contributions, federal and provincial grants and other recoveries and donations, to ensure taxpayers' contributions to infrastructure investment are minimized. As a result, nearly 70%, or $63.8 million of this year's capital investment is funded from external sources, primarily from development charges.



Development Charges - $55.3 Million

Development charges are fees collected from developers to help pay for the cost of infrastructure and associated studies required to deliver municipal services, such as roads, community centres, fire facilities, transit and parks, to new development areas. These charges are collected under By-law 053-2016, pursuant to the *Development Charges Act, 1997*, with the intention to ensure the capital cost of addressing growth related needs does not place undue financial burden on the Town or its taxpayers. Just over 60%, or $55.3 million, of the capital budget will be funded by development charge revenues.

Reserves and Reserve Funds - $17.1 Million

Critical to Milton's long-term financial stability, reserves and reserve funds are monies set aside to ensure funds are available when needed. They help to ensure good financial and cash management resulting in long-term financial sustainability of the organization. Detailed descriptions and uses of reserves and reserve funds are included in the Supplementary Information section on pages 378 to 389 and an analysis and commentary on the reserve and reserve fund forecast is presented in the Reserves and Reserve Funds section on pages 337 to 345. The following table summarizes the $17.1 million of reserve and reserve fund monies used in this year's capital budget.

Reserve / Reserve Fund Name	Amount ($ millions)
Capital Works Reserve	$ 6.37
Ontario Lottery Corporation Proceeds Reserve Fund	5.25
Equipment Replacement Reserve	2.16
Municipal Building Replacement Reserve	1.24
Municipal Buildings Components Reserve	0.69
Library Capital Works Reserve	0.50
Computer Equipment Reserve	0.34
Growth Related Resources Reserve	0.19
Building Stabilization Reserve Fund	0.18
Cash In-Lieu of Stormwater Reserve Fund	0.10
Cash In-Lieu of Parkland Reserve Fund	0.04
Total Reserves and Reserve Funds	**$ 17.06**

Allocation of the Ontario Lottery Proceeds

Milton continues to benefit financially from the Ontario Lottery and Gaming Corporation's (OLG) continued operations at the Mohawk Racetrack. As in prior years and in accordance with existing policy, the proceeds from the OLG are used in the capital program in the year following receipt of the funds. The funds are allocated to a broad range of capital investment and a detailed listing of 2017 projects funded from the OLG proceeds is included in the Supplementary Information section on page 352.

Debentures - $8.0 Million

Debenture financing is an essential tool for municipalities to fund infrastructure projects prior to accumulating enough savings to pay for the works. While debt is an essential tool, the debt must be reasonable and municipalities in Ontario are limited by the Province through Ontario Regulation 403/02 with respect to the amount of debt that can be incurred. Under the regulation, the debt charge payments cannot exceed 25% of the Town's annual total own source revenues; defined as the total operating revenues less grant funding, subsidies and transfers from reserves and reserve funds.

Milton Council has adopted a more stringent guideline which limits the annual debt charges to 15% of the Town's own source revenues; however, it can be as high as 20% where at least 25% of the debt charges are funded from other sources including user fees, future development charges or future capital provision payments.

Current Debt Charges

Existing debentures issued by the Town will require an annual payment of $8.3 million in 2017. As illustrated in the following table, $4.1 million relates to tax supported debt while the balance will be funded from reserves or future development charge revenues.

	2017 Payments ($000's)		
Existing Debt Obligation	**Principal**	**Interest**	**Total**
Tax Supported Debt	$ 3,673	$ 411	$ 4,084
Reserve Debt	2,192	605	2,796
Development Charge Debt	1,243	221	1,464
Total Existing Debt	**$ 7,108**	**$ 1,236**	**$ 8,344**

2017 Debenture Financing

The 2017 capital budget includes debenture financing of $8.0 million to fund investment in six (6) capital infrastructure projects as identified in the following table.

	in 000's	
2017 Capital Project	**Gross Cost**	**Debt Funding**
C330137 Wheelabrator Way - Including Culvert Replacement	$ 1,698	$ 770
C390125 Carriage Square Pedestrian Bridge	205	180
C410201 Street Light LED Replacement	5,134	5,134
C510108 Tennis Court Upgrades	984	495
C592208 Sherwood Community Centre	27,823	1,250
C598000 Library - New Branch Buildings	5,090	195
Total 2017 Proposed Debt	**$ 40,934**	**$ 8,024**

In addition to the new debt, approval has already been granted to issue debt on prior year capital projects; however, $2.8 of the debt has not yet been issued. This outstanding approved debt will be included in a future debt issue as expenditures are incurred.

The new debt, combined with the previously approved but not issued debt, will result in forecasted annual debt payments of $1.2 million. In the first year of issue, no principle repayment is required. Therefore, the estimated interest payment required for 2017 is $0.2 million. These additional debt charges have been incorporated into the 2017 operating budget and to mitigate the impact on the operating budget of these debt charges, they have been accommodated within the contribution to the capital budget from the operating budget. The following chart summarizes the anticipated debenture payments on all existing and potential new obligations.

	2017 Payments ($000's)		
Total Existing, Approved and New Debt	**Principal**	**Interest**	**Total**
Tax Supported Debt	$ 3,673	$ 574	$ 4,247
Reserve Debt	$ 2,192	605	2,796
Development Charge Debt	$ 1,243	221	1,464
Total Existing Debt	**$ 7,108**	**$ 1,399**	**$ 8,507**

Debt Capacity Ratios

The Town 2017 projected debt payments total $8.5 million, which equates to 8.75% of own source revenues. The Town will also be issuing additional debentures for the hospital expansion which will be funded from capital provision revenues secured through the financial agreements with developers. A discussion on the financing of the hospital expansion is included on page 35. Even with the additional debentures for the hospital expansion, the Town's debt capacity ratio will increase to 8.94% which is still well within both the internal Council and Provincial limits for debt as illustrated in the following table.

Debt Capacity Limits	**Percentage (%)**	**2017 Debt Payment Limit ($000's)**
Ontario Regulation 403/02	25%	$ 24,318
Council Policy (including non-tax sources)	20%	19,454
Council Policy (tax supported only)	15%	14,591
2017 Debt Payment Ratio	**8.75%**	**$ 8,507**
Capital Provision (Hospital Debt)	0.19%	184
2017 Debt Payment Ratio	**8.94%**	**$ 8,691**

Grants - $5.1 Million

Milton strives to take advantage of all grant funding available to support investment in municipal infrastructure. The Town continues to receive funding under the Ontario Community Infrastructure Fund and the Federal Gas Tax fund. The Federal and Provincial governments have recently announced several new grant programs to which the Town has submitted applications for funding including the Clean Water and Wastewater Fund and the Public Transit Infrastructure Fund. The following table summarizes the grant funding included in the 2017 capital budget.

Project	Gross Cost ($ millions)	Grant Funding Allocated ($ millions)	Grant Program
C339000 Asphalt Overlay Program	$ 2.78	$ 2.50	OCIF/GTF
C350128 Expanded Asphalt Program	2.23	0.40	GTF
C430001 Stormwater Pond Maintenance	2.11	1.40	CWWF
C430002 Storm Sewer Network Study	0.23	0.16	CWWF
C550106 Automatic Vehicle Location	0.11	0.05	PTIF
C570101 Transit Bus	1.12	0.55	PTIF
Total Grant Funding	**$ 8.59**	**$ 5.06**	

Ontario Community Infrastructure Fund (OCIF)

OCIF is a provincial grant administered by the Ontario Ministry of Agriculture, Food and Rural Affairs to be used for the repair, rehabilitation and replacement of core infrastructure assets including roads, bridges and culverts. It is intended to provide a steady source of predictable, long-term infrastructure funding to small, rural and northern communities using the 2011 census data.

Through CORS-063-16, Council approved the contribution agreement which provides Milton a grant of $1.4 million in 2017 that will be fully used to support the annual asphalt overlay program.

Federal Gas Tax Fund (GTF)

The GTF provides municipalities with predictable, long-term, stable funding to help build and revitalize local public infrastructure. The funds can be used for investment in infrastructure renewal, material enhancement and construction for a broad range of service areas including public transit, local roads and bridges, culture, tourism, recreation and sport.

Milton currently receives an annual payment of $2.6 million that can be accumulated in a dedicated reserve fund until projects meeting the requirements of the program are included in the budget. Recent clarification of the program confirms that a municipality needs to have a comprehensive asset management plan completed before payments will be transferred. Although Milton has several asset management plans completed, the current plans must be updated to meet the requirements of the grant to include all assets that may be funded through the GTF in one comprehensive plan. Work is currently underway to consolidate and complete a comprehensive asset management plan and it is anticipated the Town will receive its payment from the GTF in the latter part of 2017. As a result, no portion of the 2017 payment has been included in the 2017 budget. Instead, a total of $1.5 million of GTF that have accumulated in the reserve fund are used to fund the asphalt overlay and expanded asphalt programs in 2017.

Clean Water and Wastewater Fund (CWWF)

Administered by the Ontario Ministry of Infrastructure, the CWWF is a new funding source to support the maintenance and state of good repair of municipal stormwater and water and wastewater systems. Funding of projects under this grant are to be shared 50/25/25 percent between the Federal, Provincial and Municipal governments. Through ENG-034-16, Council supported the application to the CWWF for the rehabilitation of the High Point stormwater management pond and the storm sewer network study. Although a notice of decision has not yet been received, these projects have been included in the 2017 capital budget however, they will not commence until the Town receives confirmation of approval of the grant funds.

Public Transit Infrastructure Fund (PTIF)

The Federal government, through its 2016 budget, will be investing in municipal public transit infrastructure to help decrease the burden growth is having on traffic congestion that results in long commutes, making it harder for people to get to and from work and for families to spend quality time together.

Milton has submitted an application for funding under the PTIF and is anticipating a grant of $0.7 million; of which $0.6 million will be used in the 2017 budget to advance the purchase two (2) new transit buses to service growth along with an incremental investment in automated vehicle location equipment. These two projects will not proceed in 2017 until the Town receives confirmation of funding from the PTIF program.

Capital Provision - $2.5 Million

Milton entered into financial agreements with residential developers to compensate for the changes in the *Development Charges Act, 1997*, that eliminated a number of service areas which have growth related expenditures, required a statutory 10% reduction for all non-essential services and placed a ceiling on development charge revenues based on historical standards.

The payments made by developers, titled Capital Provision, are used to mitigate the impact of growth on the tax rates and protect the Town's debt capacity limits imposed by Town Council and the Province. Capital provision funding applied to growth related projects in the 2017 budget totals $2.5 million.

Milton Hydro Dividend - $1.7 Million

Starting in 2009, the Town began receiving an incremental $0.75 annual dividend from their investment in Milton Hydro over and above the original annual amount of $0.75 million. Council directed the incremental dividend be applied to investment in infrastructure renewal through the capital budget. This incremental contribution is anticipated to continue into the foreseeable future and it, combined with an accumulation of $0.9 million of funds from prior years, has been used in the 2017 budget for investment in the state of good repair.

Recoveries and Donations - $1.0 Million

Recoveries and donations represent funds from developers, other municipalities and/or partners who jointly participate or are responsible for a portion of the costs related to the Town's capital program.

Through the 2017 budget, Milton will be managing several road construction projects on boundary roads, including Puslinch Town Line and Bell School Line, which will be cost shared with the neighbouring municipality. The Town will incur the full costs of construction and will recover 50% of the expenses from the respective municipality. In addition, developer recoveries are included in the Sherwood Community Centre and Community Park projects for base site condition work and a recovery from a local school council for the installation of a playground structure is anticipated.

Contribution from Operating - $0.8 Million

Funds are generated annually from the general tax levy for direct use within the capital program. These funds are combined with the original $0.75 million Milton Hydro dividend and then applied across all categories of projects in the capital program. These funds are also used to service tax supported debt issued to finance the capital program. As illustrated in the following table, $0.8 million from the operating fund are directly applied to the capital program for 2017.

Description	Amount ($ millions)
Tax Levy	$ 3.59
Hydro Dividend	0.75
Gross Contribution	**$ 4.34**
Annual Debt Charges	(3.57)
Net Contribution from Operating	**$ 0.76**

To ensure the capital levy for infrastructure renewal is directed towards infrastructure renewal projects, this amount is no longer included as part of the direct contribution from operating. Instead, the funds are first transferred to the Infrastructure Renewal Reserve and then to the capital program.

Previously Approved Infrastructure Projects

Multi-Year Projects

To facilitate multi-year construction contracts, improve cash flow forecasting and allow major infrastructure projects to proceed, Council pre-approved two (2) infrastructure projects that will continue through 2017. The authority for spending against the 2017 and future year budgets is retained until the commencement of the corresponding calendar year. As work has already begun on these projects, they are of highest priority for funding within the capital budget.

The following table illustrates changes to the original approved budgets while the commentary that follows summarizes the changes.

Project	2016-2018		
	Revised Budget and Forecast ($ millions)	Prior Budget and Forecast ($ millions)	Change ($ millions)
Sherwood Community Centre	$ 43.4	$ 42.4	$ 1.0
Library - New Branch Buildings	7.2	7.0	0.2
Total	**$ 50.6**	**$ 49.4**	**$ 1.2**

The original budgets for the Sherwood Community Centre and Branch Library were prepared during 2015 with the work related to the Development Charge Background Study. Since that time, the construction price index, which measures the changes in the cost of construction activity, has increased by 1.7%. Since the projects have not yet been tendered for construction, the budgets have been increased in accordance with the increase in the index. Additionally, the overall budget for the Sherwood Community Centre has been increased to reflect developer contributions for base site conditions that will be completed as part of the overall construction.

Through the 2016 budget, the funding from development charges and capital provision were identified however, the town source funding was not specified. The 2017 budget and forecast now reflects the specific town sources of funding from tax supported debentures and the slot reserve fund.

Fleet Pre-Approvals

Through the 2016 budget, Council pre-approved three (3) capital projects for the replacement of rolling stock equipment to facilitate lengthy lead times and ensure the equipment arrived when it is required. The procurement process for the following fleet equipment is underway with anticipated delivery in 2017 and no adjustments to the original budget approvals are required:

- Two (2) 1 ton dump trucks
- Four (4) tandem axle trucks
- One (1) street sweeper

New Multi-Year Infrastructure Projects

The 2017 budget includes one (1) new multi-year infrastructure project for the redevelopment of Fire Station #1 in the total amount of $3.9 million. The project will convert the former Headquarters into a substation and training facility while at the same time addressing rehabilitation requirements on the aging structure. Design is already underway and construction is estimated to commence in 2017 with completion in 2018. The authority for spending the 2018 funds, $1.9 million, will be retained until commencement of the calendar year, unless approved through a subsequent forecast or budget report.

2018 Equipment Replacement

Similar to previous years, the budget seeks pre-approval of rolling stock equipment for 2018 replacement needs to facilitate the advance ordering of equipment due to long lead times. The following four (4) projects, valued at $2.0 million, require pre-approval:

- Four (4) 1 ton dump trucks
- One (1) tandem axle truck with roll-off capability
- One (1) street sweeper
- Two (2) tanker trucks for the Fire Department

Balancing Growth with the State of Good Repair

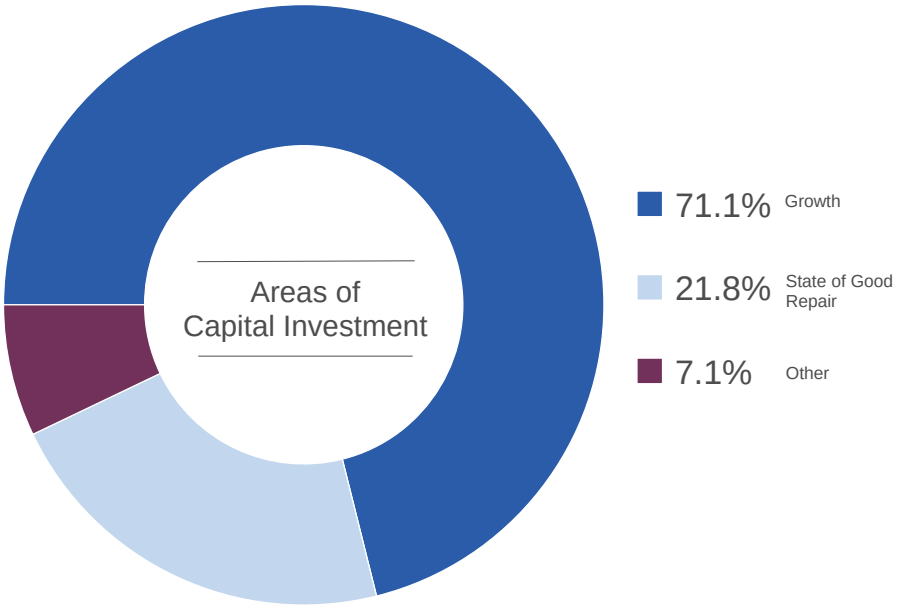
Growth in Milton requires prudent financial management to ensure investment is balanced between infrastructure renewal and growth. Capital investments should maximize the long-term benefits to the community, minimize health and safety risks and ensure assets continue to provide services at levels expected by the public.

Representing 71% of the capital budget, projects driven by growth include investments in new infrastructure to service a larger community, enhancements or improvements to existing assets to meet the needs of a larger population as well as various studies to plan for and support development.

State of good repair refers to investment in existing assets to maintain or extend its useful life or the complete replacement/reconstruction of assets to enable the continuance of services.

Some projects within the capital budget may include both a growth and state of good repair component as some growth projects will provide a benefit to existing residents while some state of good repair projects are accelerated by a growing community. For the purposes of presentation, a project is considered growth related if more than 10% of the total project costs are to support the growing community.

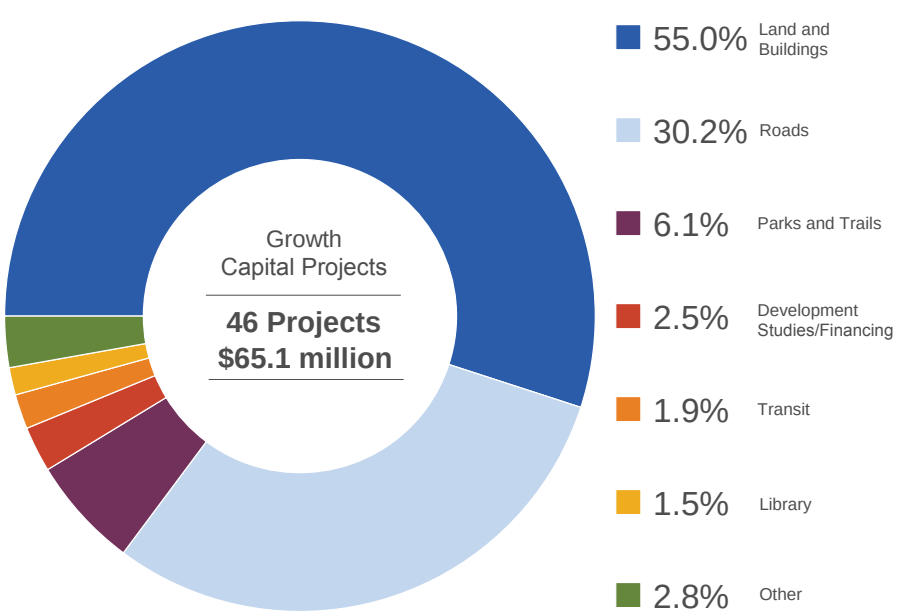
A portion of the capital budget includes projects that are neither growth nor state of good repair but that will benefit the overall community as outlined in a subsequent paragraph.



Overview

Investment in a Growing Community

Representing an investment of $65.1 million through 46 projects, the growth related capital program has a strong focus on land and building and road infrastructure with 85.2%, or $55.4 million focused on these service areas. The investment in land and buildings includes the construction of the Sherwood Community Centre and Library and the conversion of Fire Station #1 from a former headquarters to a substation and training facility.



The timing of investment in growth related infrastructure development is directly linked with the growth in the community. Infrastructure including new roads, parks and facilities should be constructed as the demand is generated and the revenue is available to finance the expenditures. As a result, accurate predictions on the rate of growth are essential in developing a solid financial plan for growth infrastructure development.

The 2015 Development Charge Background Study included a comprehensive analysis and projection for residential and industrial/ commercial growth within Milton over a ten-year period. It was predicated on the Region's current and future allocation programs for water and wastewater servicing. The growth forecast has been updated to reflect actual development and revised projections and the timing of growth projects in the budget and forecast have been adjusted where needed.

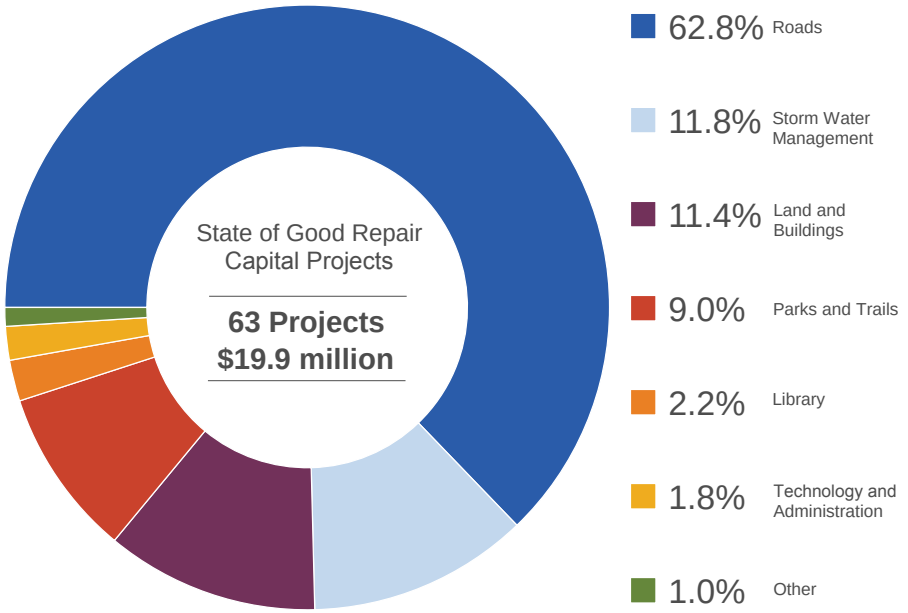
Overview

Investment in the State of Good Repair

Thorough asset management planning has become a high priority for municipalities as it provides solid information for decision making and provides an opportunity to develop asset management strategies that reflect the most cost effective options for maintaining and rehabilitating infrastructure. Comprehensive asset management plans have also become mandatory to qualify for many federal and provincial grant funding programs.

Milton has completed two (2) asset management plans for roads, bridges and culverts as well as facilities and transit as presented to Council through CORS-065-14 and CORS-071-15 respectively. These plans identify the financial resources required for sustainable asset management based on long term needs and asset serviceability standards.

The 2017 budget continues to reflect data collected through these asset management plans and to place strong emphasis on roads and related infrastructure as illustrated in the following graph. Significant investment is also identified for the rehabilitation of storm water management infrastructure, pending grant approval as well as investment in land and buildings and parks and trails. It is important to note that investment across the program areas generally aligns with the overall distribution of asset values by category.



Other Capital Investment

Projects such as the conversion of streetlights to LED, the Emerald Ash Borer program, information technology projects and various corporate studies are driven by neither growth nor investment in the state of good repair. These projects will provide benefit to the community and represent $6.5 million of the capital budget.

Operating Impacts from Capital Projects

The operating impacts from the capital program are an essential factor to consider when making informed decisions about investing in capital infrastructure as capital projects can have a profound impact on the operating budget and tax levy. Infrastructure projects can result in ongoing operational expenditures to support new or expanded services, increased expenses for maintenance of infrastructure as well as long-term operational savings achieved through efficiencies.

Each capital project included in the budget was reviewed and evaluated for operational impacts. Long-term operating impacts have been identified for 35 of the 121 capital projects. The following table summarizes the operating impacts while the departmental details section of the budget document contains the detailed operational impacts associated with each project.

The construction of the new Sherwood Community Centre and Library along with an expansion in the transit service to newly developed communities in Boyne will have the most profound impact on future operating budgets when they are put into service.

The project for the conversion of streetlights to LED is expected to have long-term operational savings however, the savings in the short to mid-term will be used to service the debentures to be issued to fund the project. The annualized operating impacts of the 2017 capital budget total $2.0 million which, once fully incorporated, equate to a 4.09% increase in the 2019 tax levy based on current rates.

Many of the investments driving the operating impacts are related to growth in the community and will be partially funded through increased tax revenues generated from assessment growth. However, some of the growth has already occurred and the revenues are already included within the annual tax levy. As a result, these increased expenses will result in an increase in the tax rate in the year they become operational.

Project	2017 Impact	2018 Impact	2019 Impact	Annualized Tax Levy Impact	Rationale
Technology and Administration	$ 77,312	$ 77,312	$ 77,312	0.16%	Software licensing and infrastructure expansion to ensure business continuity and continued growth are adequately provisioned for all Town information and technology requirements.
Roads	-	20,654	21,884	0.04%	Costs to maintain new roads and traffic signals.
Fleet Equipment	46,242	100,393	100,393	0.20%	Operating costs and annual contribution towards equipment replacement for fleet to provide road and park maintenance activities.
Parks and Trails	-	65,069	65,069	0.13%	Maintenance costs for the completion of the Community Park and Harrison Park.
Transit	2,480	340,822	374,116	0.76%	Addition of two (2) new transit buses to service development in the Boyne Secondary Survey Area.
Land and Buildings	(8,000)	(8,000)	1,381,912	2.80%	Sherwood Community Centre and Library will be operational in early 2019 as well as a decrease in expenses for the rental of sound equipment at the Milton Centre for the Arts.
Total Capital Budget and Forecast	**$ 118,034**	**$ 596,250**	**$ 2,020,686**	**4.09%**	

Capital Surcharge

Administering the capital program requires time and effort from staff not directly involved in the management of specific projects including the senior management team and staff within the finance division. Consistent with the Town's financial policies, each project within the capital budget includes a capital surcharge expense equivalent to 1.75% of the projects capital budget excluding internal transfers to recover the indirect salaries, benefits and associated overheads for these staff. The recovery of these expenses is included as revenue within the operating budget.

Milton District Hospital Expansion

In August 2011, the Minister of Health and Long-Term Care announced the expansion of the Milton District Hospital had been formally approved. In anticipation of the announcement, Milton established a Milton District Hospital Expansion Reserve Fund and has been contributing to this reserve fund through a dedicated Hospital tax levy, a portion of the revenue from the Ontario Lottery and Gaming Corporation (OLG) and a one-time contribution from a realized operating surplus in 2011. Through report CORS-073-13, Council formally committed a maximum of $35 million to Halton Healthcare Services (HHS) for the redevelopment of the Milton District Hospital.

Construction of the hospital is well underway and is expected to be complete in 2017, at which time payment to HHS will be required. The 2017 capital budget includes a project in the amount of $35 million for the hospital expansion. It was noted in CORS-073-13 that the Town will not have the full $35 million accumulated in the reserve fund by the date the payment is required and there will be a debenture issue required. Through CORS-015-15, the Town issued $15 million of 30 year debentures to take advantage of historically low interest rates. These funds, along with the balances in the reserve fund and accumulated capital provision monies will be used to finance the payment however, they still fall short of the required payment.

A thorough financial forecast has been completed that projects the anticipated long-term revenues from the dedicated tax levy, development contributions from the Town's residential developer agreements as well as the annual contribution from the OLG. Based on the existing shortfall of accumulated funds and the forecast for future revenues, an additional debenture issue of $15.3 million to be funded from future developer contributions is required. The debenture issue is expected to be a 10 year issue to align with the anticipated timing of the future revenues. A shortfall of $2 million remains and as per CORS-070-16, this shortfall has been funded by a one-time transfer from accumulated revenues in the Slot Reserve Fund.

Future Issues and Challenges

Continued Growth

Growth will to continue as Milton is identified as one of the Provinces' "Places to Grow". With growth, comes challenges to ensure Milton's growth aligns with provincial requirements, services are delivered to residents as the needs arise and solid financial plans are in place to support infrastructure and operational requirements.

Region's Allocation Program

The Region's allocation program funds the provision of water and wastewater infrastructure to support growth in the Region. The current allocation program will allow for the completion of development within the Bristol and Sherwood Secondary Plan areas as well as a significant portion of the Boyne survey. Before Boyne can be built out and the first phase of Sustainable Halton commenced, another allocation program will be required and is expected to be released in 2018.

The Town is anticipating a take up of approximately 10,000 single detached equivalent units of allocation through the next program. The current capital budget and forecast assume the allocation program will proceed as scheduled and will be adjusted annually to respond to any changes or delays in the release of allocation by the Region.

Milton Education Village

Establishing a post-secondary institution in Milton is a priority highlighted in the Town's strategic plan, Destiny Milton 3 and in late October 2016, the Minister of Advanced Education and Skills Development announced that the Ontario government has approved a new university campus in Milton. The university will be situated on the lands known as the Milton Education Village (MEV) along with the Mattamy National Cycling Centre. It is envisioned that the MEV lands will have an MEV Innovation Centre, an integrated transit hub, student and residential housing and retail and commercial services. With the announcement, the secondary planning process and financial impact analysis for the MEV will re-commence to support the development of the 400-acre integrated neighbourhood. Through these studies, the infrastructure requirements and associated financing options will be identified and quantified and will need to be incorporated into future capital forecasts.

Sustainable Halton Development

The Sustainable Halton lands will serve as the Town's next urban expansion area to accommodate population and growth from 2021 to 2031. Work continues on the Subwatershed Study and Land Base Analysis on these lands under a funding agreement with the Sustainable Halton Landowners Group which allowed the Town to proceed with the background studies to plan for growth on the lands in advance of the next allocation program.

Intensification and the Provincial Plan Review (PPR)

The Ministry of Municipal Affairs and Housing and the Ministry of Natural Resources and Forestry initiated a coordinated review of four (4) provincial land use plans, including the Growth Plan for the Greater Golden Horseshoe, the Greenbelt Plan, the Niagara Escarpment Plan and the Oak Ridges Moraine Conservation Plan. The changes will necessitate amendments to the Town's existing Official Plan and could have some significant impacts on the future development of lands within Milton. Some of the key implications for Milton resulting from these changes are:

- An increase in the minimum intensification target from 40 to 60 percent; meaning that 60 per cent of all new residential development that occurs annually within a municipality is to take place in existing built-up area rather than the designated greenfield area (DGA).
- Increased density targets for DGA from 50 to 80 residents and jobs per hectare which will result in a built form that looks different from previous development as there will be an increase in mixed use and higher density and taller forms of development with a corresponding decrease in single family dwellings.
- The requirements to plan for and protect lands for transit supportive development.
- Additional criteria for assessing the need, feasibility and appropriateness of settlement area boundary expansions make it unlikely that future settlement area expansions will be contemplated in Milton for the foreseeable future.
- The requirement for developing official plan policies to address climate change which may result in the Town implementing low-impact development and green infrastructure as part of future developments which could impact the Town's operating and capital programs.

It is unclear at this time what the full implications will be for Milton as no transition provisions have been identified and the final policy is not yet complete. Detailed information on the potential impacts and Milton's planned response to the Province regarding these changes was presented to Council through PD-046-16.

Downtown Study

The Downtown Study is being undertaken to develop a comprehensive policy and operation framework to support revitalization and sustainability of Downtown Milton as a focal point for the community. The purpose of the study is to examine the current state of the Downtown and optimize opportunity for redevelopment and revitalization as well as to address the Provincial policy direction to identify how and where intensification may be accommodated.

As reported in PD-005-16, the Town owns 65% of the currently identified opportunity lands and will be required to take a leadership role in stimulating the redevelopment and revitalization of the Downtown. The next step in the process is to undertake a market analysis which will help to inform the future land use direction, ensuring an appropriate land use mix that can complement the established Downtown businesses.

Asset Management

As mentioned previously in the section on the State of Good Repair on page 33, the Town has completed two (2) asset management plans (AMP) covering Roads, Bridges and Culverts and Facilities and Transit infrastructure assets. Both plans identify the required funding to maintain and rehabilitate the assets to ensure their long-term serviceability. The Roads, Bridges and Culverts AMP identified an annual funding shortfall of $0.5 million compounded by an existing infrastructure gap of $21.2 million while the Facilities and Transit AMP presented an annual funding deficit of $0.2 million for Transit.

With respect to Facilities, the AMP indicated the current levels of funding are sufficient in the 10 year capital budget and forecast; however, as the facilities age, investments in future budgets will need to increase to maintain the assets in a good state of repair.

Financing strategies are a critical component of a detailed AMP and shortfalls in funding will result in the Town's inability to maintain current services levels into the future. Through the 2016 budget, a capital levy for infrastructure renewal, equivalent to $0.22 million, was approved to help narrow the funding gap for roads and structures.

Future budgets will need to consider larger increases to eliminate the overall funding deficit.

Work will be undertaken in 2017 to consolidate the two (2) AMP as well as include other assets owned by the Town including parks, sportsfields and streetlights. This work will ensure Milton's AMP meets the requirements identified in the Gas Tax Fund program and will ensure the Town continues to be eligible for federal and provincial grant funding programs. Regular updates will be required to include changes as new assets are acquired or constructed or existing assets rehabilitated, to reflect changes in asset management strategies and to reflect any other changes in asset information as may be identified through associated documents.

Summary by Department

Description	Page	Expenditures	Revenue	Reserves / Res. Funds	Development Charges	Capital Provision	Grants / Subsidies	Debentures	Recoveries / Donations
Executive Services									
Office of the CAO									
C101125 Branding - Town of Milton	81	127,188		127,188					
Total Office of the CAO		127,188		127,188					
Fire Fleet Equip Replacement									
C700126 Off Road Vehicle Replacement	82	49,858		49,858					
Total Fire Fleet Equip Replacement		49,858		49,858					
Fire - Replacement									
C720101 Helmet Replacement	83	12,210		12,210					
C720122 Special Operations Equipment Replacement	84	34,799		34,799					
C720157 Bunker Gear & Recruit Replacement	85	22,894		22,894					
C720159 Battery & Radio Parts Replacement	86	15,263		15,263					
Total Fire - Replacement		85,166		85,166					
Fire - Growth									
C730104 Bunker Gear & Recruit Package Growth	87	22,385			22,385				
Total Fire - Growth		22,385			22,385				
Total Executive Services		**284,597**		**262,212**	**22,385**				
Corporate Services									
Finance									
C200111 User Fee Update	95	81,400	81,400						
C200123 Special Financial Studies	96	152,625	15,262		137,363				
C200124 Legislated DC Exemptions	97	1,400,000		1,400,000					
Total Finance		1,634,025	96,662	1,400,000	137,363				
Information Technology									
C240003 Technology Strategic Plan	98	77,656		77,656					
C240004 Technology Replacement/Upgrade	99	124,468		124,468					
C240005 Phone System Changes/Upgrade	100	17,550		17,550					
C240006 PC Workstation Complement Changes	101	16,608		16,608					
C240009 E-Services Strategy/Implementation	102	227,895		216,322		11,573			
C240011 GIS Implementation	103	115,448		106,768		8,680			
C240014 Application Software Update	104	71,184	30,046	41,138					
C240028 Milton Air Photo Mapping	105	36,239	19,931		16,308				
C240121 Emergency Operations Centre	106	16,567	16,567						
C240123 Mobile Parking Enforcement	107	15,264	15,264						
C241014 Dept Specific - Infrastructure/Asset Management System	108	51,770		51,770					
C241100 Department Specific Initiatives	109	639,443		639,443					
C242001 Tech Infrastructure - Network Hardware	110	377,406		325,441		51,965			
C242002 Tech Infrastructure - Server Hardware	111	651,334		558,977		92,357			
C242003 Tech Infrastructure - Network Licencing	112	175,347		175,347					
Total Information Technology		2,614,179	81,808	2,351,488	16,308	164,575			
Clerks									
C260001 Taxi, Uber, Ride Strategy	113	28,490	28,490						
C260003 Council Orientation Program	114	27,473	24,200	3,273					
Total Clerks		55,963	52,690	3,273					
Total Corporate Services		**4,304,167**	**231,160**	**3,754,761**	**153,671**	**164,575**			
Engineering Services									
Eng Serv Administration									
C300110 Development Eng & Parks Standards Manual	130	61,050			61,050				
Total Eng Serv Administration		61,050			61,050				
Urban Roads Redevelopment									
C330108 Bronte Street (Main St to Steeles Ave)	131	1,461,342		321,495	1,139,847				
C330137 Wheelabrator Way - Including Culvert Replacement	133	1,698,327		928,327				770,000	
C330139 Yates Dr. (Bennett to Thompson)	135	60,255		60,255					
C339000 Asphalt Overlay Program	137	2,778,048			277,804		2,500,244		

Summary by Department

Description	Page	Expenditures	Revenue	Reserves / Res. Funds	Development Charges	Capital Provision	Grants / Subsidies	Debentures	Recoveries / Donations
Total Urban Roads Redevelopment		5,997,972		1,310,077	1,417,651		2,500,244	770,000	
Urban Roads Growth									
C340012 Main St (Scott Blvd (incl.CNR Crossing) to Bronte St)	139	3,052,500		305,250	2,747,250				
C340021 Thompson Road (Britannia Rd to Louis St Laurent)	141	1,196,810		119,681	1,077,129				
C340039 Louis St Laurent (RR25 to Yates Drive)	143	6,758,925			6,758,925				
C340050 Main Street (James Snow Pkwy to 5th Line)	145	6,509,410			6,509,410				
Total Urban Roads Growth		17,517,645		424,931	17,092,714				
Rural Roads Redevelopment									
C350003 Lower Base Line (5th Ln to 4th Ln)	147	111,750		100,575	11,175				
C350005 Appleby Line	149	114,294		102,865	11,429				
C350008 Surface Treatment Program	151	980,706		908,804					71,902
C350128 Expanded Asphalt Program	153	2,233,900		1,333,900			400,000		500,000
Total Rural Roads Redevelopment		3,440,650		2,446,144	22,604		400,000		571,902
Active Transportation Redevelopment									
C370102 Downtown Pedestrian Walkways	155	67,120		67,120					
C370103 Holgate Crescent Sidewalk	157	115,960		115,960					
Total Active Transportation Redevelopment		183,080		183,080					
Active Transportation Growth									
C381001 Boyne Limestone Trails in Greenlands System (West, Tremaine Road to 16 Mile Creek)	159	304,793	15,240		274,314	15,239			
Total Active Transportation Growth		304,793	15,240		274,314	15,239			
Bridges/Culverts									
C390112 Bridge/Culvert Rehab Needs	161	564,247		564,247					
C390117 Fifth Line Bridge - 1.9 km South of Britannia (Structure No. 26)	163	213,297		213,297					
C390119 Fourth Line Bridge - 2.9 km South of Derry Rd (Structure No. 64)	165	72,169		72,169					
C390120 First Line Nassagaweya Bridge - North of 25 SR (Structure No. 61)	167	72,169		72,169					
C390125 Carriage Square Pedestrian Bridge	169	204,611	24,611					180,000	
Total Bridges/Culverts		1,126,493	24,611	921,882				180,000	
Storm Water Mgmt Rehabilitation									
C430001 Stormwater Pond Maintenance	172	2,114,260	37,089	679,357			1,397,814		
C430002 Storm Sewer Network Study	174	232,717		76,531			156,186		
Total Storm Water Mgmt Rehabilitation		2,346,977	37,089	755,888			1,554,000		
Storm Water Mgmt Growth									
C440106 Stormwater Mgmt - Boyne	176	114,576			114,576				
C440107 Stormwater Mgmt - Derry Green (BP2)	177	114,576			114,576				
Total Storm Water Mgmt Growth		229,152			229,152				
Traffic									
C400100 Railway Crossing Upgrades	178	52,908		52,908					
C400102 Traffic Infrastructure	179	145,121		145,121					
C400110 Traffic Safety Services Review	180	53,875	53,875						
C400113 New Traffic Signals	181	286,720	28,672		258,048				
C400114 Preemption Traffic Control System	182	35,060	3,506		31,554				
Total Traffic		573,684	86,053	198,029	289,602				
Streetlighting									
C410100 Rural Street Lighting	183	56,463		56,463					
C410200 Street Light/Pole/Underground Power Renewal	184	82,900		82,900					
C410201 Street Light LED Replacement	185	5,133,677						5,133,677	
Total Streetlighting		5,273,040		139,363				5,133,677	
Fleet Equipment Replacement									
C450111 Ice Resurfacer - Replacement	186	76,697		76,697					
C450117 1 Ton Crew Dump Truck	187	122,510		122,510					
C450121 Tandem Axle Trucks	188	1,033,780		1,033,780					
C450123 Landscape Trailer	189	9,522		9,522					
C450126 Gradalls, Back Hoes and Attachments	190	321,632		321,632					
C450128 Zero Turning Radius Mowers	191	44,872		44,872					

Summary by Department

Description	Page	Expenditures	Revenue	Reserves / Res. Funds	Development Charges	Capital Provision	Grants / Subsidies	Debentures	Recoveries / Donations
C450137 Trackless Front Mower Deck	192	12,235		12,235					
C450148 Enforcement Vehicles	193	99,837		99,837					
C450155 Sweepers/Flushers	194	328,754		328,754					
Total Fleet Equipment Replacement		2,049,839		2,049,839					
Fleet Equipment Growth									
C460101 1 Ton Dump Trucks - Growth	195	161,030	4,046		152,938	4,046			
C460104 Tractors, Loaders & Back Hoes - Growth	196	6,105	305		5,495	305			
C460105 Trailers/Water Tanks - Growth	197	77,330			77,330				
C460128 Gator Utility Vehicle - Growth	198	32,051			32,051				
C460134 3/4 Ton Pick-Up - Growth	199	60,516			60,516				
C460137 Trackless Attachments - Winter	200	9,158	458		8,242	458			
C460140 Trackless Attachments - Other	201	15,263			15,263				
C460141 General Mowers and Attachments-Growth	202	61,050			61,050				
C460143 Diesel Emission Fluid System	203	44,114	44,114						
Total Fleet Equipment Growth		466,617	48,923		412,885	4,809			
Park Preservation									
C470001 Park Improvements	204	62,068		62,068					
C470004 Pioneer Cemetery	205	43,142		43,142					
C470005 Mill Pond Maintenance Ramp	206	46,805		46,805					
Total Park Preservation		152,015		152,015					
Forestry									
C330134 EAB Implementation Strategy	207	1,320,145		1,320,145					
Total Forestry		1,320,145		1,320,145					
Transit									
C550104 Transit Bus Pads	208	24,800	1,240		22,320	1,240			
C550106 Automatic Vehicle Location	209	109,819	55,855				53,964		
Total Transit		134,619	57,095		22,320	1,240	53,964		
Transit Fleet Replacement									
C560121 Transit Support Vehicles - Replacement	210	57,523		57,523					
Total Transit Fleet Replacement		57,523		57,523					
Transit Fleet Growth									
C570101 Transit Bus	211	1,120,591	7,159		74,890	487,884	550,658		
C570108 Transit Support Vehicles	213	63,193			63,193				
Total Transit Fleet Growth		1,183,784	7,159		138,083	487,884	550,658		
Total Engineering Services		**42,419,078**	**276,170**	**9,958,916**	**19,960,375**	**509,172**	**5,058,866**	**6,083,677**	**571,902**
Community Services									
Parks Redevelopment									
C510108 Tennis Court Upgrades	231	984,485		489,485				495,000	
C510131 New Campbellville Park Redevelopment	233	84,192		84,192					
C510167 Park Shelters	235	111,282		111,282					
C510168 Portable Washroom Enclosures	237	245,292		245,292					
Total Parks Redevelopment		1,425,251		930,251				495,000	
Parks Growth									
C520102 Parkland Dedication Bench Mark Update	238	39,120		39,120					
C520103 Playground Growth	239	70,811	3,965		35,689				31,157
C521122 Community Park South Sherwood-Willmott	240	2,709,942		132,593	2,386,685	132,594			58,070
C525071 Harrison Park (Harrison Park 2B South West)	243	460,875	23,043		414,788	23,044			
Total Parks Growth		3,280,748	27,008	171,713	2,837,162	155,638			89,227
Trails Redevelopment									
C530101 Implementation Trails Master Plan	245	65,974	65,974						
Total Trails Redevelopment		65,974	65,974						
Trails Growth									
C540002 New Trail Development	246	201,759	10,088		181,583	10,088			

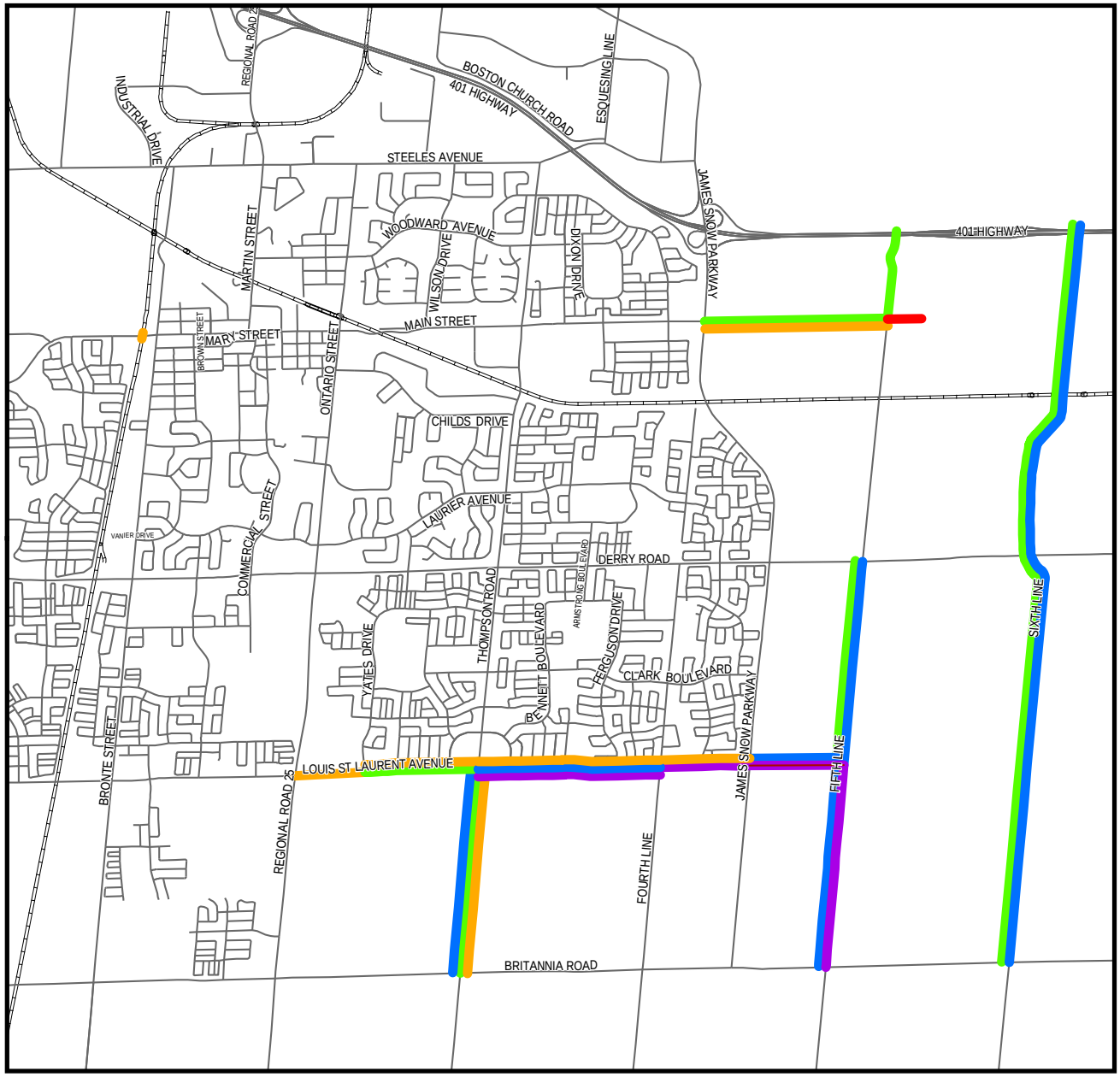
Summary by Department

Description	Page	Expenditures	Revenue	Reserves / Res. Funds	Development Charges	Capital Provision	Grants / Subsidies	Debentures	Recoveries / Donations
C540109 Willmott Pipeline Easement	248	77,419	3,871		69,677	3,871			
Total Trails Growth		279,178	13,959		251,260	13,959			
Facilities Redevelopment Civic									
C581100 Corporate Office Furniture & Equipment	250	87,869	87,869						
C581127 Civic Facilities Improvements	251	554,818		554,818					
C581130 Heritage Property Restoration	252	112,105		112,105					
C581149 Accessibility Improvements	253	47,444	47,444						
Total Facilities Redevelopment Civic		802,236	135,313	666,923					
Facilities Redevelop Recreation									
C582100 Seniors Centre Asset Restorations	254	32,753		32,753					
C582105 Leisure Centre Upgrades	255	463,123		463,123					
C582124 Rotary Park Community Centre	256	14,916		14,916					
C582134 Memorial Arena Facility Improvements	257	186,209	16,789	169,420					
C582145 Community Halls Facility Improvements	258	56,101		56,101					
C582147 John Tonelli Sports Centre Facility Improvements	259	253,375	7,123	246,252					
C582148 Milton Sports Centre Facility Improvements	260	209,640	55,962	153,678					
Total Facilities Redevelop Recreation		1,216,117	79,874	1,136,243					
Facilities Redevelop Arts/Cultural									
C583101 Milton Centre for the Arts Facility Improvements	261	100,050		100,050					
Total Facilities Redevelop Arts/Cultural		100,050		100,050					
Facilities Redevelopment Fire									
C587111 Fire Station #1 Redevelopment	263	2,054,719		1,027,359	1,027,360				
C587114 Fire Halls Facility Improvements	264	63,288		63,288					
Total Facilities Redevelopment Fire		2,118,007		1,090,647	1,027,360				
Facilities Growth Recreation									
C592208 Sherwood Community Centre	265	27,822,758		126,758	24,778,599	1,376,636		1,250,000	290,765
C592212 Indoor Soccer - Air Supported	267	221,963	11,099		199,764	11,100			
Total Facilities Growth Recreation		28,044,721	11,099	126,758	24,978,363	1,387,736		1,250,000	290,765
Facilities Growth Fire									
C597401 New Fire Station - Boyne(#5)	268	582,489			582,489				
Total Facilities Growth Fire		582,489			582,489				
Facilities Growth Library									
C598000 Library - New Branch Buildings	269	5,089,949		59,488	4,580,964	254,497		195,000	
Total Facilities Growth Library		5,089,949		59,488	4,580,964	254,497		195,000	
Total Community Services		**43,004,720**	**333,227**	**4,282,073**	**34,257,598**	**1,811,830**		**1,940,000**	**379,992**
Library									
Library									
C800100 Automation Replacement	283	75,825		75,825					
C800103 Collection - New	284	931,586		46,580	838,427	46,579			
C800121 Collection - Replacement	285	341,718		341,718					
C801310 Library Service Delivery Strategy	286	40,440		7,707	32,733				
C801311 Furniture Replacement	287	25,275		25,275					
Total Library		1,414,844		497,105	871,160	46,579			
Total Library		**1,414,844**		**497,105**	**871,160**	**46,579**			
Total Capital Budget and Forecast - Excluding Hospital		**91,427,406**	**840,557**	**18,755,067**	**55,265,189**	**2,532,156**	**5,058,866**	**8,023,677**	**951,894**
Hospital									
Hospital									
C950000 Hospital Expansion	121	35,114,975		19,784,975				15,330,000	
Total Hospital		35,114,975		19,784,975				15,330,000	
Total Hospital		**35,114,975**		**19,784,975**				**15,330,000**	
Total Capital Budget and Forecast - Including Hospital		**126,542,381**	**840,557**	**38,540,042**	**55,265,189**	**2,532,156**	**5,058,866**	**23,353,677**	**951,894**

Summary by Department - Equipment Pre-Approvals

Description	Page	Expenditures	Revenue	Reserves / Res. Funds	Development Charges	Capital Provision	Grants / Subsidies	Debentures	Recoveries / Donations
2018 Equipment Pre-Approvals									
Fleet Equipment Replacement									
C450117 1 Ton Crew Dump Truck	187	284,900		284,900					
C450121 Tandem Axle Trucks	188	353,714	68,814	284,900					
C450155 Sweepers/Flushers	194	328,754		328,754					
C700101 Replace/Refurbish Tanker Trucks	88	1,026,313		1,026,313					
Total 2018 Equipment Replacement Pre-Approvals		1,993,681	68,814	1,924,867					
Total 2018 Town Capital Budget Pre-Approvals		**1,993,681**	**68,814**	**1,924,867**					

Roads and Bridges Growth Development



2017 Capital Budget and 2018-2021 Forecast

Roads: New Development

Legend

Development Project

- 2017
- 2018
- 2019
- 2020
- 2021
- Roads

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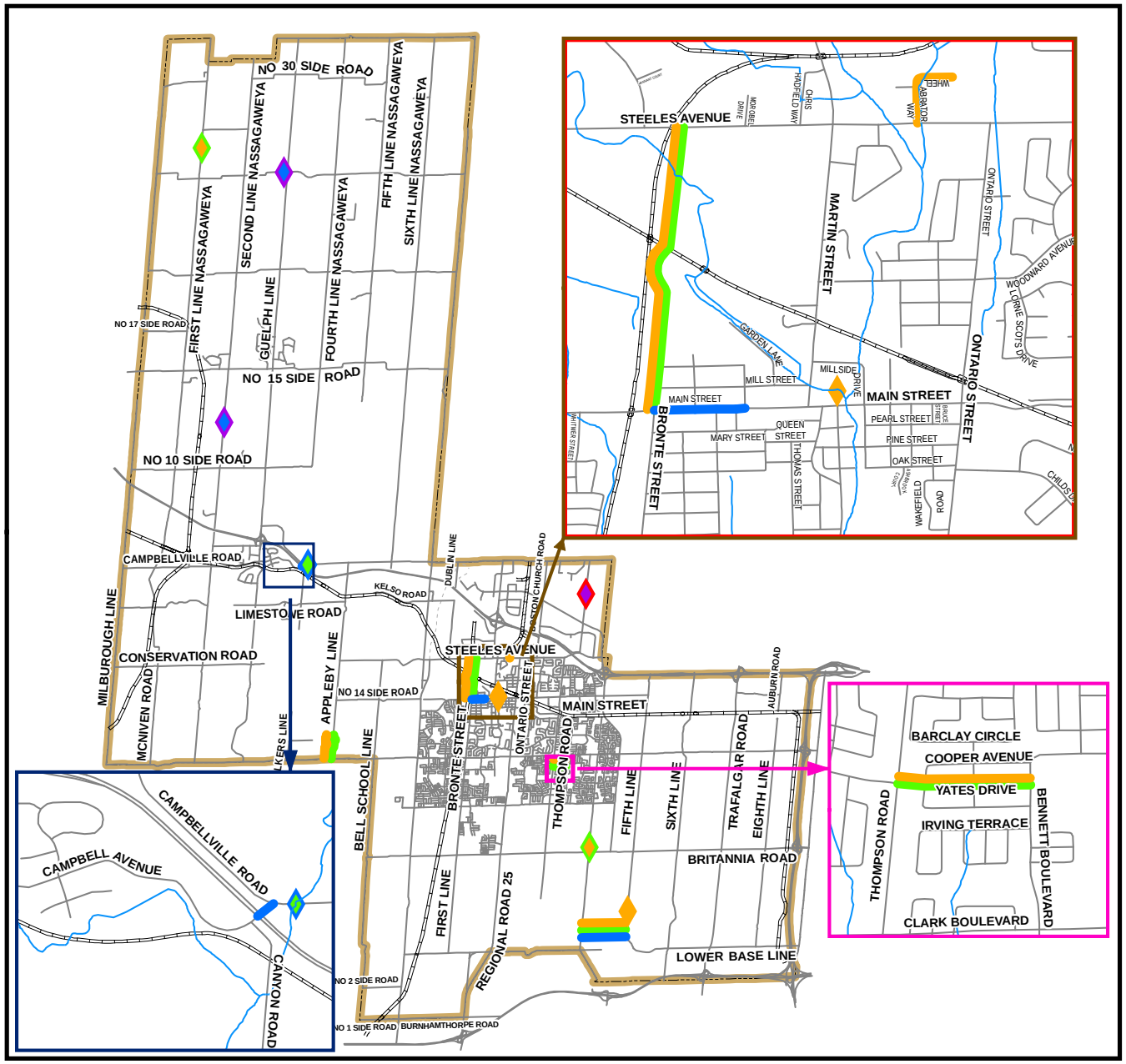
Roads and Bridges Redevelopment



2017 Capital Budget and 2018-2021 Forecast

Roads & Bridges: Redevelopment

Legend

Development Project

- 2017
- 2018
- 2019
- 2020
- 2021
- Roads
- Bridges

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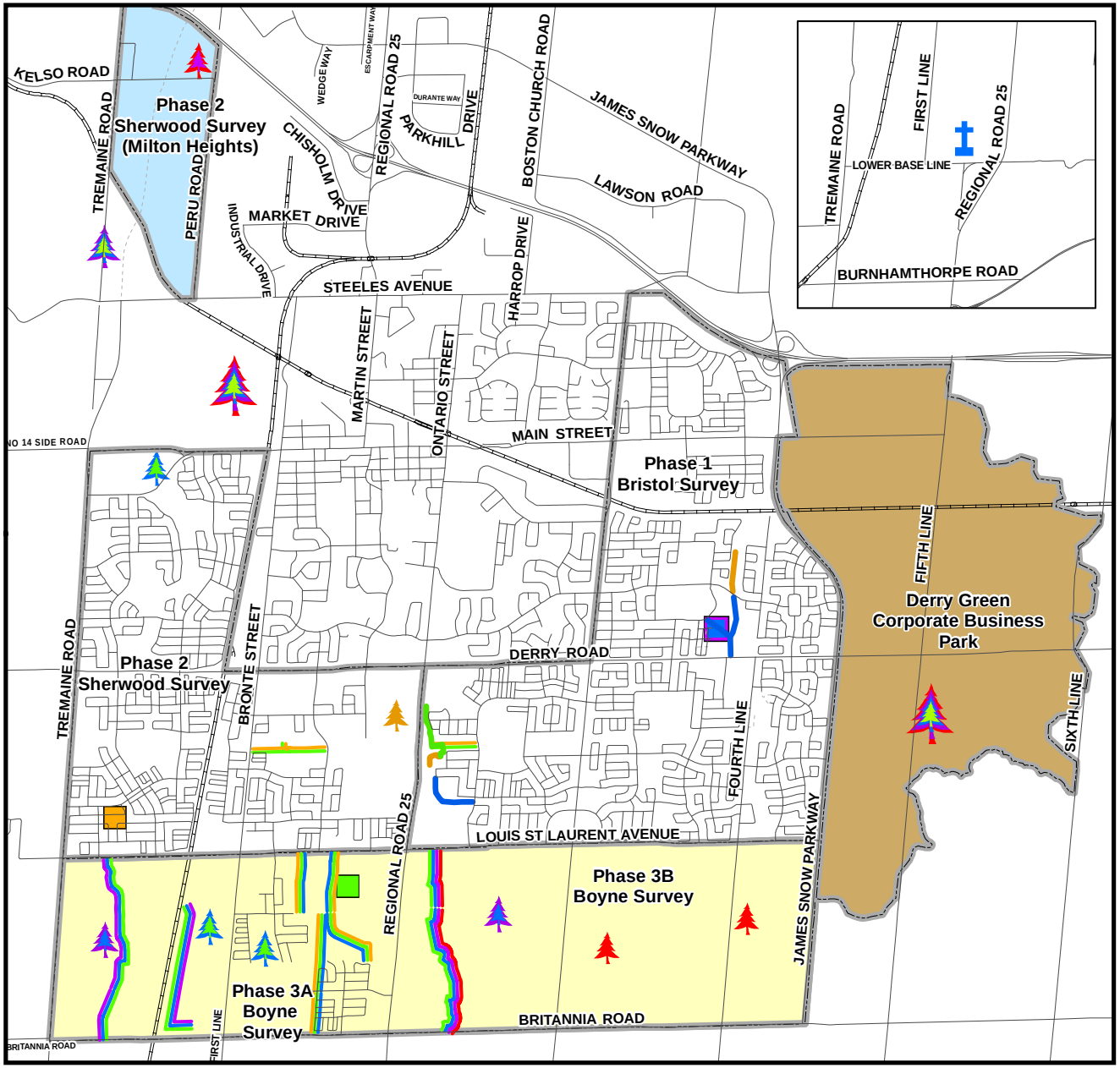
Parks Growth Development



2017 Capital Budget and 2018-2021 Forecast

Parks and Trails New Development

Legend

Development Project

- Park
- Village Square
- Trail
- Cemetery
- Development Phase

Year

- 2017
- 2018
- 2019
- 2020
- 2021

- Derry Green - Trail and Village Square Locations TBD
- Milton Heights - Trail and Village Square Locations TBD
- Boyne Survey - Trail and Village Square Locations TBD

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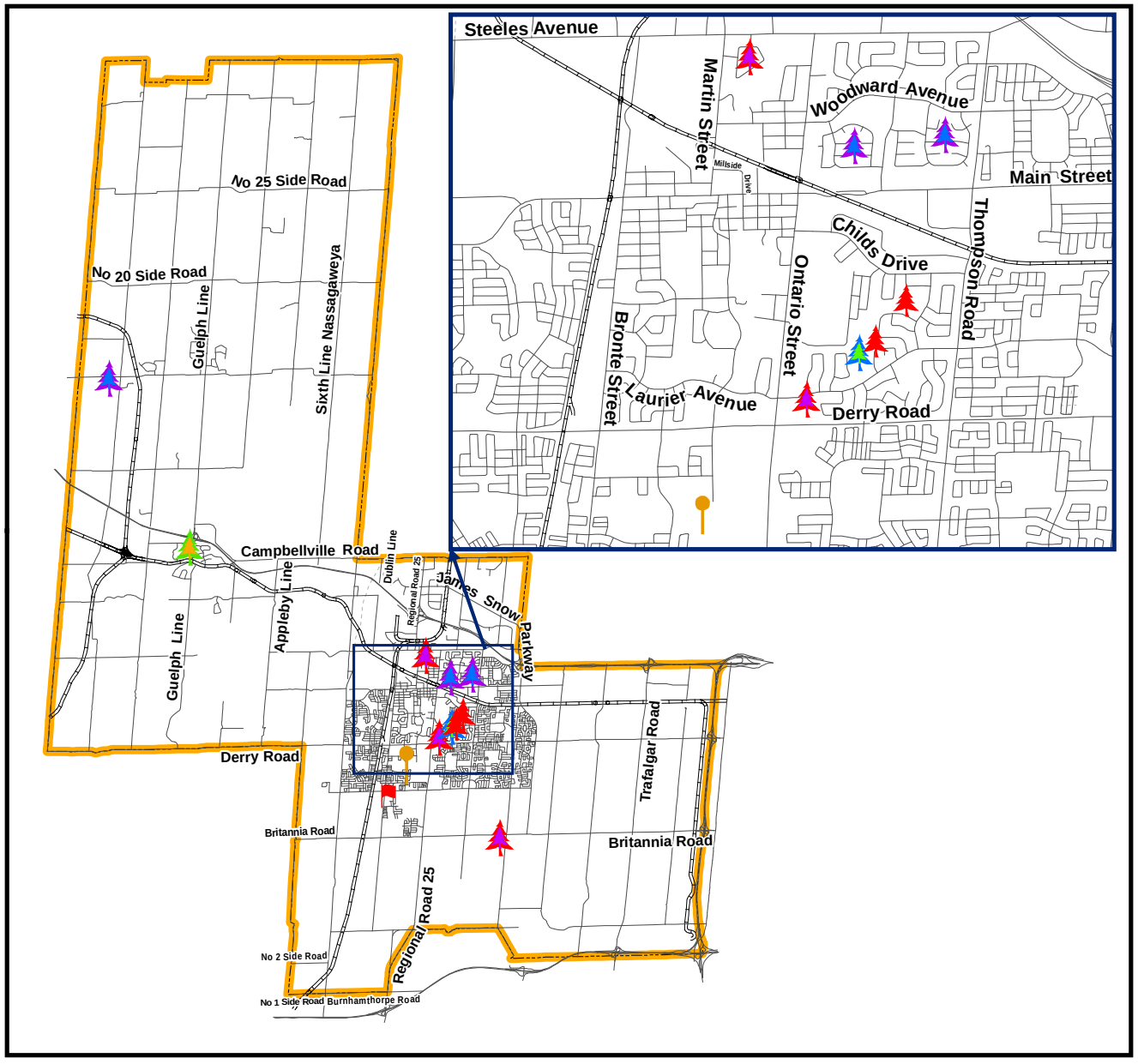
Parks Redevelopment



2017 Capital Budget and 2018-2021 Forecast

Parks and Trails Redevelopment

Legend

Development Project

- Parks
- Tennis Club
- Sports Field

Year

- 2017
- 2018
- 2019
- 2020
- 2021

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How to Read a Capital Project Detail Sheet

A Capital Project Name

B

Project	C240005
Department	Department Name
Service / Program	Service/Program
Version	Capital Forecast
Year	2017
Flexible	YES
H **Growth**	NO

Description

Description of a Capital Project **I**

J

Priority

Category	Priority	Comment
Health & Safety Issues		Describing the respective priority level selected
Cost Savings / Payback		
Asset Maintenance / Replacement		
Growth Related Need		
Service Enhancement		
Project Tied to Another Jurisdiction		

K

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	947,248	17,248	70,000	70,000	310,000	480,000
Transfers	16,577	302	1,225	1,225	5,425	8,400
Expenditures Total	**963,825**	**17,550**	**71,225**	**71,225**	**315,425**	**488,400**
Funding						
Revenue	946,275		71,225	71,225	315,425	488,400
Reserves / Res. Funds	17,550	17,550				
Funding Total	**963,825**	**17,550**	**71,225**	**71,225**	**315,425**	**488,400**

L

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	4,578	1,526		1,526		1,526	
Total Expected Expenditures	4,578	1,526		1,526		1,526	
Total Operating Impact	**4,578**	**1,526**		**1,526**		**1,526**	

How to Read a Capital Project Detail Sheet

A Capital Project Name

The descriptive name given to each project.

B Project ID

Represents the project identifier code assigned to the Capital Project.

C Department

The department that is responsible and accountable for the execution of the project.

D Service/Program

The name of the division within a department that is responsible and accountable for the undertaking of the project.

E Version

The file location where the data is stored.

F Year

The budget forecast year.

G Flexible

Indicates if there is any flexibility in terms of the organization moving forward with this project. For example, if other projects are dependent on the completion of this project, then this field would say “No”.

H Growth Related

Indicates growth related projects that have growth related funding.

I Project Description

Identifies the objectives of the project and describes how the objectives are achieved.

J Project Priority

A maximum of two priorities are assigned; ranking from 1 being the lowest priority, to 5 being the highest priority, while comments briefly explain the level of priority.

How to Read a Capital Project Detail Sheet

K Project Budget Box

This box consists of two sections: (1) Expenditures and (2) Financing. Each section categorizes expenses and funding sources.

1. Expenditure Categories

- **Town Administration and Contingency:** Advertising, materials and supplies, and courier charges
- **Furniture, Fixtures, and Equipment:** Vehicles, installation, and equipment charges
- **Professional Fees:** Contract administration, design, and legal charges
- **Land and Buildings**: Land or building purchases or appraisal fees
- **Utilities:** Hydro, water, gas, phone, and cable
- **Facility Contracts:** Masonry, concrete or steel works, plumbing, and weatherproofing
- **Road Contracts:** Road works, structural, and storm sewers
- **Landscaping:** Paving and hardscapes, play equipment, and plantings
- **Transfers:** Internal recovery transfers such as project management recoveries or internal development fees

2. Financing Categories

Further explanation of funding sources can be found in the 2017 Capital Budget Summary, Capital Forecast and Supplementary Information sections.

- **Revenue:** Contribution from operating
- **Reserves and Reserve Funds**
- **Development Charges:** Includes development charges and post period development charges
- **Capital Provision**
- **Grants and Subsidies:** Includes federal and provincial grants and other grants
- **Debentures:** Includes development charge debentures and tax supported debt
- **Recoveries and Donations:** Includes developer recoveries and recoveries from the Region, other municipalities or a school board

L Operating Impact Box

Some capital projects may have an impact on the operating budget. For example, if a new road is constructed, future operating impacts would be realized for the associated cost that must now be incurred to maintain the new road, such as the snow removal after a snow fall. If the road did not exist, the extra cost for snow removal would not exist.

This box consists of three sections:

1. FTE Requirements (Full-time Employee Equivalents). New staff required as a result of the project.
2. Expected Expenditures. Various expenditure impacts.
3. Expected Revenues. Various revenue source impacts.

OPERATING BUDGET SUMMARY

2017 Town of Milton Approved Capital and Operating Budget

3

Overview

Introduction

The operating budget is the plan for the Town's day-to-day operations such as firefighting and rescue services, the maintenance of roads and parks, library services and recreation facilities and the staff who run the many programs offered by the Town. The operating budget is largely funded by property tax dollars and user fees, which include charges for Town services such as recreation programs and building permits.

To understand the operational priorities of the Town as seen by the residents, a public input survey was made available to residents through the month of June. This year's survey had record participation with over 640 respondents. In response to the feedback received, increases in levels of service have been incorporated into the 2017 budget including an extension of Transit service into the evenings, additional weed maintenance in both the parks and along roadsides, extra weekly cleaning of portable washrooms in parks as well as additional staffing in the Operations area to provide increased support of roads and parks maintenance.

Also included in the 2017 budget is new sports instructional programming including the staff to support those expanded recreational programs and activities. In response to patron requests, extended hours for the Library have also been included in the 2017 budget.

The Town is also adding three new firefighters to complete the staffing of a third daytime truck. This staffing will eventually be part of the complement required when Station #5 becomes operational and the phased in hiring provides some immediate increased coverage and helps to spread out the cost implications over multiple budget years.

Impact of the Approved 2017 Budget on Tax Bill

The Town's budget results in tax increases in the urban and rural service areas of $11.14 and $25.61 respectively per $100,000 of assessment when combined with the impact of the 2015 tax policy change of phasing out the urban service area tax levy. The overall impact to Milton residents results in a tax increase of 1.50% in the urban service area and 3.51% in the rural service area for Town of Milton services.

The table below illustrates the approved 2017 taxes per $100,000 of a property's assessed value, factoring in both the approved budget increase as well as the impact of the tax policy change.

The 2017 operating budget includes gross expenditures in the amount of $121.9 million, a 10.6% increase over the 2016 approved expenditures of $110.2 million.

To pay for those expenses, the Town first considers all revenue sources other than property taxes. In 2017, revenue from sources other than property taxes are $69.2 million, which have increased 13.3% over 2016 non-tax revenues of $61.1 million.

Once all other revenue sources are considered, the Town must balance the budget by the tax levy. For 2017, the budget is balanced with a total tax levy of $52.7 million made up of $52.1 million for the Town, $0.3 million for the Milton District Hospital expansion and $0.3 million for the Downtown Business Improvement Area (BIA).

A dedicated tax levy for the Milton District Hospital expansion was initiated through the 2011 budget and will continue until the retirement of the debt associated with the expansion in 2045.

The BIA prepares its own budget. The tax levy for the BIA is approved by their Board of Directors and is then recommended to Council for approval. The budget for the DBIA is included on pages 293 to 295.

The information presented in the Operating Budget Summary comprises the Town only and is exclusive of the Hospital and the DBIA, except where otherwise stated.

Summary financial statements of gross and net expenditures by department are included on pages 69 and 70 respectively.

Approved Impact on Total Tax Bill per $100,000 of Assessment

	2016 Taxes	Tax Policy Shift **	Approved Increase	Approved 2017 Taxes	$ Impact on Total Tax Bill	% Impact on Total Tax Bill
Urban Area						
Town of Milton						
General	$ 244.44	($ 1.72)	5.30%	$ 255.58	$11.14	1.50%
Hospital	$ 1.61		0.00%	$ 1.61	$0.00	0.00%
Town of Milton	**$ 246.05**	**($ 1.72)**		**$ 257.19**	**$11.14**	**1.50%**
Region of Halton *	$ 310.85		1.90%	$ 316.76	$5.91	0.79%
Education	$ 188.00		0.00%	$ 188.00	$0.00	0.00%
Total Urban Area	**$ 744.90**	**($ 1.72)**		**$ 761.95**	**$17.05**	**2.29%**
Rural Area						
Town of Milton						
General	$ 229.96	$ 12.75	5.30%	$ 255.58	$25.61	3.51%
Hospital	$ 1.61		0.00%	$ 1.61	$0.00	0.00%
Town of Milton	**$ 231.58**	**$ 12.75**		**$ 257.19**	**$25.61**	**3.51%**
Region of Halton	$ 309.12		1.90%	$ 314.99	$5.87	0.81%
Education	$ 188.00		0.00%	$ 188.00	$0.00	0.00%
Total Rural Area	**$ 728.70**	**$ 12.75**		**$ 760.18**	**$31.48**	**4.32%**

* Includes enhanced waste service for urban area.

2016 Budget Restatements

Changes in operations have resulted in restatements of the 2016 approved budget for comparative purposes. The changes reallocate certain costs and revenues between accounts and/or departments and have no net effect on the total approved budget for 2016. The significant restatements include:

- Realignment of the financial statement structure following a corporate reorganization in 2016 including:
  - Fire Services is now a division within Executive Services.
  - Clerks Division has been transferred from Executive Services to Corporate Services.
  - Crossing Guards has been transferred from Executive Services to Engineering Services.
  - Parking Enforcement has been transferred from Engineering Services to Corporate Services.
- Emergency Operations was transferred from CAO Administration to Fire Administration.
- Budget dollars were re-aligned to Conventional Transit from the Dynamic Transit Pilot Project due to completion of that project.
- Re-allocated some marketing costs and revenues within Executive Services to Community Services.

Council Approved Operating Budget Policies and Guidelines

In July 2016, Council approved the 2017 Budget Call report, CORS-042-16, that established the guidelines for preparing the 2017 operating budget and forecast. The operating budget was prepared in accordance with that report and includes:

- Inflationary impacts in relation to the Municipal Price Index (MPI).
- Annualization of new expenditures and revenues included in the 2016 operating budget.
- Incremental costs associated with extending existing service levels to new growth areas within the community.
- Consideration of service enhancements and service reductions as a result of public feedback.
- Savings from business process reviews and alternative service providers.

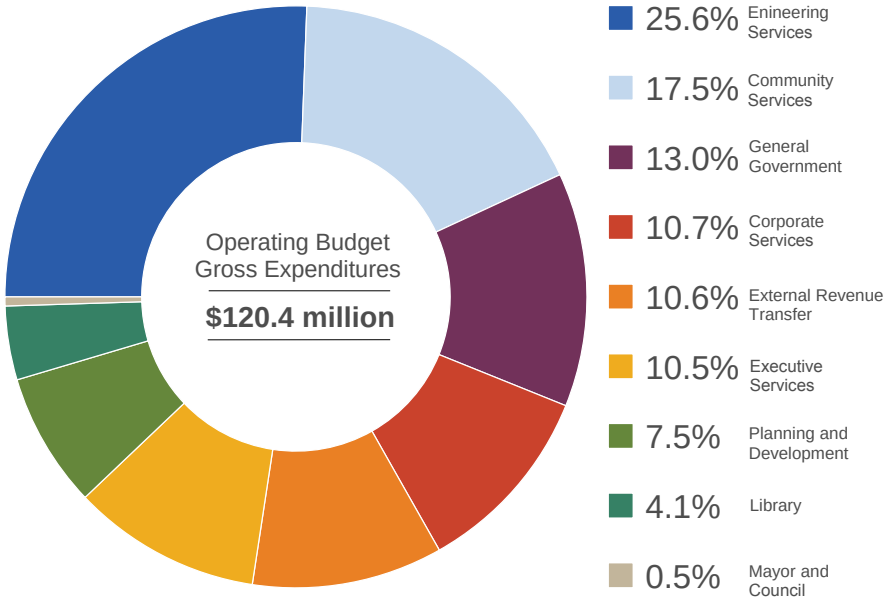
The 2017 budget was prepared with a range of service level changes that result in tax impacts between:

- $5.38/$100,000 of assessment value (2.22% increase to Town portion of the total tax levy), and
- $16.99/$100,000 of assessment value (7.00% increase to Town portion of the total tax levy).

When combined with the tax policy change the cost per $100,000 of assessment ranges from $3.66 to $15.27 for an urban resident and $18.13 to $29.74 for a rural resident.

Investing in a Complete Community

Over 65% of the Town's budget is spent on providing transportation (including winter control), parks and recreation, fire, library, planning services, licensing and enforcement, crossing guards and economic development. Another 24% reflects financing of capital through debt payments and transfers to reserves. Approximately 10% of gross expenditures are allocated to administration and governance functions.



Mayor & Council $0.61 Million (0.5%)

The governing body of the Town of Milton is Town Council consisting of the Mayor and 10 Councillors who represent Milton's eight wards. All 10 members of Council and the Mayor make up the Committee of the Whole. Committee members review all reports, formulate policy and make recommendations to Council on matters over which Council has authority under the *Municipal Act*, the *Planning Act* and other legislation. Milton residents elect members of Council for a four-year term of office.

Executive Services $12.6 Million (10.5%)

The Executive Services Department, under the direction of the Chief Administrative Officer, exercises the general management and oversight of the Corporation consistent with the *Municipal Act* and related legislation. Services provided by the Executive Services Department include:

- Mayor and Council support through the Office of the CAO.
- Economic Development and Strategic Initiatives assists with business relocation and set-up, attracts new business investments as well as supporting existing businesses and facilitates economic growth.
- Marketing and Communications informs and connects with residents on municipal matters and services, fosters citizen engagement and a broader awareness and understanding of the Town's programs and services.
- Fire Services operates four fire stations that are strategically located to minimize response times. Fire Services provides many services including fire suppression and prevention, emergency call response, public education, burn and fireworks permits and property inspections.

Engineering Services $30.8 Million (25.6%)

The Engineering Services Department is responsible for providing many direct services to the community, such as:

- Overseeing the construction of roadways, bridges, sidewalks and stormwater management facilities.
- Operation of the Town's transit service.
- Maintenance of parks, sports fields, stormwater management facilities and roadways, including winter control and operations fleet.
- Traffic control including traffic signage, speed limit, streetlight maintenance, traffic data and traffic signal timings.
- Managing the crossing guard program.
- The review and approval of engineering drawings and reports, inspection of all subdivision and site plan municipal services, establishment and enforcement of engineering design standards by Development Engineering and addressing grading issues associated with residential development.

Community Services $21.1 Million (17.5%)

The Community Services Department offers recreation, sport and cultural services to the residents of Milton. The development, scheduling and maintenance of facilities, recreation and cultural programs and services as well as working with community partners are all part of the department's responsibilities. Specific roles within this department include:

- Planning, design, construction and operation of facilities including the rehabilitation and reconstruction of existing facilities.
- Community program planning, development and implementation for children, youth, adults and older adults.
- Management and operation of cultural services (Milton Centre for the Arts).
- Administration of recreation services such as inclusion opportunities for recreation services (fee assistance, special needs), community development including Milton Community Fund, Affiliation Program, and Space Allocation for community organizations and departmental administrative services including facility scheduling, permitting and program registrations.
- Parks planning and project management including design of new parks and reconstruction of existing parks.

Planning & Development $9.0 Million (7.5%)

The Planning and Development Department provides direction with respect to the management of growth and development. This includes the recommendation and application of appropriate policy framework to support balanced and effective decision making with respect to land use planning matters having regard for other corporate priorities including environmental sustainability, urban design, transportation and infrastructure, parks and recreation, cultural heritage and community improvement. This department consists of the following divisions:

- The Planning Policy and Urban Design Division develops and recommends strategic policies and regulations to guide the long term development of the Town in a manner that achieves the goals and objectives of the Official Plan. This section also provides administrative support and staff liaison to Heritage Milton.
- The Development Review function manages applications for land development including subdivision, condominium, Official Plan and Zoning By-law amendments. It is also responsible for the administration of the Committee of Adjustment.
- The Building Services Division ensures that all construction within the Town complies with the minimum required Provincial standards as set out in the *Ontario Building Code Act*. It also implements and enforces various municipal by-laws such as the Zoning By-law and Sign By-law.

General Government and External Revenues $28.4 Million (23.6%)

The purpose of the General Government Department is to provide funding for various financial expenditures that impact the Town including debenture principal and interest payments, annual transfer of funding to the capital budget, transfers to reserves and contingency. Collection of general Town revenues such as grants, investment income, penalties and interest and interest from Milton Hydro are also included in this department.

Corporate Services $12.9 Million (10.7%)

The Corporate Services Department provides a wide variety of administrative, enforcement, licensing, technical and financial services to all departments of the Town and to the public in general.

- The Finance Division is responsible for the preparation and co-ordination of capital and operating budgets, financial analysis and reporting, development charge administration, investments and debt management, reserve fund administration, and maintaining accurate and up to date financial records for the Town as well as establishing and implementing effective internal controls. This Division also facilitates the procurement of goods and services and administers insurance claims as well as administrating the Council approved tax levy through the regular billing and collection of property taxes and management of assessment appeals.
- The Human Resources Division develops and implements policies and procedures which attract and retain excellent employees, promote fair and equitable treatment of employees and ensures the Town complies with all applicable Ministry of Labour legislation. This division also provides corporate staff training and development programs.
- The Information Technology Division provides, manages and supports a robust, reliable and secure information technology and telecommunications architecture within the Town. This division also provides business system support and project management during the implementation of new or upgrading of existing applications.
- The Town Clerk's Division is responsible for by-law enforcement, parking control, marriage and business licensing and animal and weed control. In addition, this division manages the municipal election process and organizes Council agendas and ensures the smooth flow of Council business.

Library Services $4.9 Million (4.1%)

The Milton Public Library (MPL) is overseen by the Milton Public Library Board (MPLB). The MPLB is a governance board established by the *Ontario Public Library Act*, and is a formal policy-setting group that sets goals and objectives to meet the community's public library needs. The MPL system provides the community with resources, materials, programs and services to support and encourage life-long learning at the Main Library and Beaty branch locations. This is accomplished through a materials library, a life-long learning centre, virtual library services and resources and a service oriented organization.

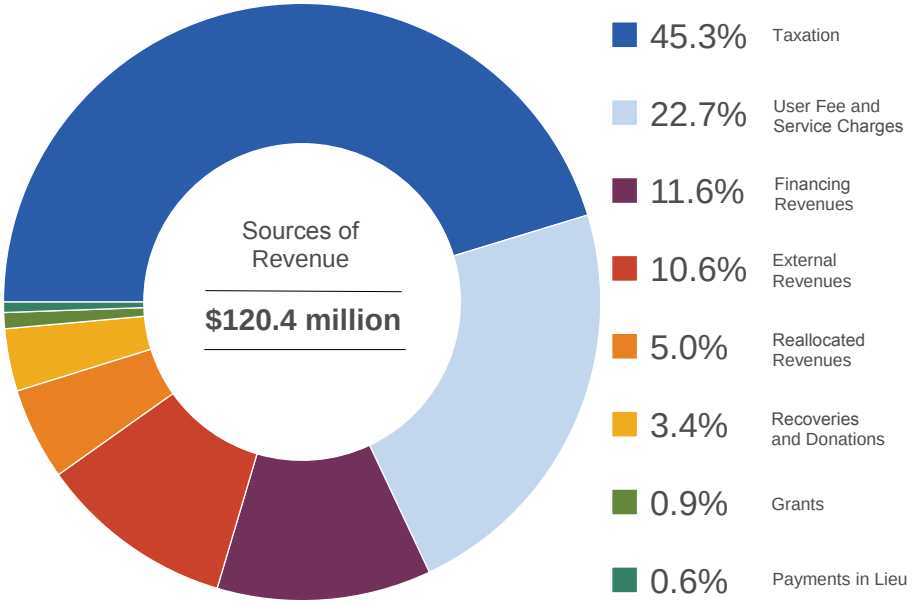
The MPL also fulfills two secondary roles: acting as a broker/link to other resources and serving as a community gathering place. Each area of MPL monitors trends and plans for appropriate innovations, service responses, and operational improvements as a result of the dynamic changes taking place in Milton.

How is the Budget Funded?

Of the Town's total revenue sources, property taxes account for 45.3% which has decreased from 46.8% in 2016. User Fees and Service Charges represent the next significant portion of revenue collected by the Town making up 22.7% of the total revenue. This revenue is generated primarily from fees collected for the use of recreation programs and facilities as well as other services provided directly to users.

Continued pressure is placed on the Town's budget since many of the Town's revenue sources are either frozen or stagnant and do not increase with inflation and growth. This is the case for revenues such as investment income, grants and transfers from reserves. Property taxes and user fees are the only source of revenue that can be directly affected to balance increases in expenditures.

Sources of revenues to fund the operating budget are illustrated in the following graph and the commentary following the graph provides detailed definitions of these sources of revenue.



Taxation $54.8 Million (45.3%):

Taxation represents the amount of property tax that is received by the Town from taxpayers, including the tax levy ($52.9 million) and other taxation ($2.5 million). Other taxation includes items such as Supplementary Taxes which result from changes in a property's assessed value during the taxation year and Right of Way payments for railway and utility corridors.

User Fees and Service Charges $27.4 Million (22.7%):

Fees are charged to users of many Town services to cover part or all of the costs of providing these services. Examples of user fees include building permits and recreation program fees.

Financing Revenues $13.9 Million (11.6%):

These are revenues received from other sources including the capital fund, reserves and reserve funds, investment income and revenues from Milton Hydro (including the annual dividend and interest payments on a long term note receivable). Long term lease agreements are recorded in this category.

External Revenues Transferred to Reserves/Reserve Funds $12.7 Million (10.6%):

The revenues included in this category represent revenues that are not used directly in the operating budget but are immediately transferred to the appropriate reserve or reserve fund. The inclusion of the revenue in the operating budget is to comply with accounting standards. These revenues include such things as the Ontario Lottery Corporation proceeds and contributions from developers as per Financial Agreements.

Reallocated Revenues $6.0 Million (5.0%):

Reallocated revenues denote transfers of revenues between departments to better reflect the true cost of providing Town services by function or service area. These revenues are offset by reallocated expenses as they are an allocation of costs from one functional area to another.

Overview

Recoveries and Donations $4.1 Million (3.4%):

This revenue source includes the reimbursement of Town costs through agreements with external agencies. Donations from external parties are also included within this revenue category.

Grants $1.0 Million (0.9%):

Grants denote the funds received from federal or provincial agencies as well as other organizations. The 2017 budget includes the following grants:

- A conditional operating grant from the Ministry of Health and Long Term Care under the *Elderly Persons Centre Act*.
- National Research Council-Industrial Research Assistance Program (NRC-IRAP) grant to deliver a workshop and assistance program through the MEV Innovation Centre.
- Union Gas grant to help fund the Smoke Alarm and Carbon Monoxide initiative.
- Ministry of Tourism, Culture and Sport 'After School Program' grant to provide after school programming for children and youth.
- Lifesaving Society grant to run the "Swim to Survive" program.
- Toronto 2015 Sport Legacy Fund grant for ongoing Mattamy National Cycling Centre operating costs which is funded through contributions from the Government of Canada and the Province of Ontario.
- Grants from the Ontario Arts Council, Dance Ontario, Theatre Connects and a TD Accessibility for the Milton Centre for the Arts.
- Library Capacity Fund Grant to support innovative projects, a provincial Public Library Operating Grant and a federal Summer Career Placement Grant.

Payments in Lieu $0.7 Million (0.6%):

This revenue source represents the amount of revenue received from other government agencies who own property within the Town of Milton. It is a cash payment received in lieu of a property tax payment.

Key Factors Impacting the Budget

The 2017 operating budget tax levy requirement has increased by $3.6 million over the 2016 approved budget.

As the Town grows and more properties are developed, the increased value of the developed properties is captured in the Town's assessment base and provides incremental tax revenue to help pay for the increased need for services as a result of that growth. For the purpose of the 2017 budget, weighted assessment growth of 1.88% has been assumed and will offset $0.91 million of the required tax levy increase.

During budget preparation, cost and revenue changes are identified between three distinct categories: (1) Status Quo/Contractual, (2) Growth/ Volume and (3) Service Level. Presenting the budget impacts in this manner highlights the cost of growth versus the costs associated with continuing to service the existing community and changes to the levels of service being delivered. This helps to understand what the key drivers of change are in the budget. The following table illustrates the budget impacts by cost driver:

	TOWN (Excluding Hospital & DBIA)	
2016 Approved	***$***	***48,536,485***
Status Quo/Contractual	$	807,896
Growth/Volume	$	2,068,285
Service Level	$	675,523
2017 Approved	**$**	**52,088,189**

Status Quo/Contractual Change:

These represent changes in costs and revenues to maintain existing service levels. This includes items such as inflationary adjustments including the effect of the Municipal Price Index (MPI), contractual obligations, legislative requirements, and changes in user fees.

Besides the approximate $1.5 million inflationary impacts incorporated into the budget the following non-discretionary items have been included in the budget:

- Increased costs related to a new Transit service contract of $0.3 million (ENG-021-16).
- A $0.2 million adjustment to the hydro budget to bring the budget in line with actual usage at various Town facilities as well as for streetlighting.

These added costs to the budget are offset by insurance premium savings of approximately $1.0 million through the recent award of insurance and risk management services (CORS-061-16).

Growth/Volume Change:

Growth/volume changes are the costs and revenues required to extend existing services to newly developed neighbourhoods within the community.

The most significant growth related change in the 2017 budget relates to increases in transfers to reserves. Included in the budget is a $0.42 million transfer to the Growth Related Resources Reserve to mitigate the impact of future growth related costs through 2019 as well as an increased transfer to the Equipment Replacement Reserve following the recommendations outlined in CORS-059-14.

The second driving factor is related to staffing positions that have been added to the budget to accommodate growth related activity. Further details related to the positions added to the budget are outlined on page 64 of the Operating Budget Summary section.

The table below outlines all growth related changes to the 2017 budget. It also highlights that revenues from assessment growth are insufficient to cover the costs of expanding existing services into the growing community.

	Impact ($ millions)	Rationale
Growth Related Impact		
Reserves & Capital Program	$ 1.16	Increased transfer to Growth Related Resources Reserve ($0.42), Equipment Replacement Reserve ($0.38), Increased transfers for assessment growth ($0.15), Transfer to Capital Program ($0.10), Library Reserve ($0.07).
Internal Support	0.49	Increased staffing costs for IT, HR and Clerks to allow for ongoing efficient operation of the municipality and ensure municipal service delivery standards are maintained along with growth of Town.
Transit	0.29	Annualized costs for new buses purchased in 2016.
Roads	0.20	Increase in contract work to support maintenance of growth related roads, including roadside grass cutting and new Ministry of Environment ditching regulations ($0.14), Increase in Operations staff to support maintenance of growth related roads ($0.06).
Fire & Protective Services	0.13	Adding budgetary dollars for additional firefighters to enhance fire services through the implementation of a 3rd full time truck staffing program to try to meet suppression requirements as regulated by the Fire response standards.
Equipment	0.06	Growth related vehicle operating expenses.
Planning	0.04	Staffing related costs to continue to allow for timely responses to urban planning matters.
Traffic Control	0.01	Maintenance and utilities for the new traffic signals throughout the town.
Library	0.01	Increase in staffing costs to support growth.
Parks & Community Services	(0.32)	Primarily related to increase in revenue from community programs.
Subtotal	**$ 2.07**	
Assessment Growth Revenues	$ (0.91)	
Deficit/(Surplus)	**$ 1.15**	

Service Level Change:

Service Level changes are defined as changes in cost/revenue structure due to increases/decreases to service levels and/or the introduction/ discontinuance of a service.

Service level changes were included by various departments through the 2017 operating budget. They represent a change in the level of service provided to the community in comparison to the approved 2016 budget. The net financial impact is an increase in the tax levy of $0.68 million.

The following table presents a list of the service level changes contained in the approved operating budget. Further details on the service level changes can be found within each department's section of the budget document.

Summary of Approved Service Level Changes	Page	2017 Impact
Marketing & Communication - Quarterly Informational inserts into Hydro Billings	90	$ 20,500
Operations - Crossbuck fences (offset with contribution from Perpetual Maintenance Reserve)	216	$ -
Operations - Maintaining Town-owned Vacant Lands	217	$ 18,000
Operations - Passive Weed Control	218	$ 428,185
Operations - Increased cleaning of portable washrooms in parks	219	$ 6,335
Operations - Road Side Brushing	220	$ 100,000
Operations - Pathway Maintenance and Repairs	221	$ 30,000
Operations - Windrow Program - expansion into rural area	222	$ 20,400
Transit - Extension of service later in the evenings	223	$ 103,783
Transit - Pilot Extension of the Transit Service to Campbellville	224	$ -
Infrastructure Management - Eliminate the continued implementation of markings for bike lanes	225	$ (80,002)
Community Services - After School Kindergarten Club	272	$ 6,653
Community Services - Halton Sports Leadership Program	273	$ 15,041
Community Services - New Sports Programming	274	$ (7,947)
Library - Extension of hours for Monday Evenings	289	$ 14,576
Total		**$ 675,524**

Human Resources Complement Changes

Staff continue to review human resource requirements annually following the Strategic Workforce Plan (CORS-078-15) presented in 2015 that discussed the need for staffing levels to increase in relation to the Town's growth. The table below highlights the changes in the full time equivalents by department for 2017 that will be necessary to respond to demands for service related to growth and regulatory requirements.

Employees by Department	2015	2016	Reallocation of Staff / Other	Growth / Volume	Service Level	Total 2017
Executive Services	77.80	84.79	(1.45)	4.00	-	**87.34**
Corporate Services	76.51	81.17	2.85	6.43	-	**90.45**
Engineering Services	104.16	110.06	0.35	2.04	-	**112.45**
Community Services	188.86	187.97	4.23	1.80	0.56	**194.54**
Planning and Development	54.00	55.67	-	1.00	-	**56.67**
Library Services	44.29	44.29	-	0.50	0.32	**45.10**
TOTAL	**545.61**	**563.93**	**5.98**	**15.77**	**0.87**	**586.56**

Full Time Complement

The 2017 budget includes a net increase of 18.2 in the full time complement made up of the following:

- 17.4 new FTEs partially offset by a reduction of 4.4 FTEs in co-op, seasonal and part time positions where work would shift to the newly approved full time positions.
- 3.5 one year contract positions to support the Recreation Management Software Replacement project. As discussed through CORS-053-16, this work may be done through contracted professional services instead of staff.
- 0.7 for an Election Advisor contract position to start in May of 2017 (this position will be a full 1.0 FTE in 2018).
- 0.2 reduction due to the end of the Cycling Specialist contract.
- 1.2 correction for additional Facility Maintenance staff at the Mattamy National Cycling Centre as discussed in CORS-062-16.

The annual impact of salaries and benefits for some of these positions are recoverable from sources other than the tax base such as through the capital budget and user fees.

Part Time Complement

The part time complement for 2017 includes an additional 4.4 FTEs in order to respond to growth related demands. This increase is a result of the following:

- Changes in community programs and recreation facilities (3.7 FTE).
- Increase in firefighter part time hours (0.1 FTE).
- Increase in finance staff part time hours (0.1 FTE).
- Increase in hours of operation of Library, and an additional HR Professional (0.8 FTE).
- Decrease in crossing guard hours due to fewer days in year (0.3 FTEs).

In addition to the complement changes as outlined above, the 2017 budget includes a market adjustment of 1.5% to wages for existing Town staff effective July 1st, 2017.

Transfer To/From Reserves and Reserve Funds

In order to operate in a fiscally responsible manner, the Town of Milton maintains reserves and reserve funds which assist in creating a solid financial position to support the Town's future cash requirements. Maintaining sufficient balances in the reserves and reserve funds is a critical component of a municipality's long-term financial plan as it strengthens its financial sustainability.

The 2017 operating budget contains transfers to/from the capital fund and reserves and reserve funds. Some of these annual transfers have been indexed by the MPI and/or assessment growth to ensure funds being set aside are not eroded by inflation and/or growth of the municipality.

An expected increase in building activity in 2017 and subsequent building permit revenue is resulting in a transfer to the Building Stabilization Reserve Fund of $1.0 million.

Included in the 2016 budget was a $0.13 million one-time contribution from the Tax Rate Stabilization Reserve to offset the tax rate impact associated with foreign exchange due to the decline in the value of the Canadian dollar. This contribution has been removed from the budget in 2017.

A $0.42 million transfer to the Growth Related Resources Reserve was included in the 2017 budget to partially off-set the impact of future growth related costs through 2019.

Through the 2016 budget the transfer to the Legal Reserve was reduced by $0.05 million to offset anticipated defense costs associated with an existing claim. Since these costs have not yet been incurred the reduction of $0.05 has been carried over to the 2017 budget. The transfers to the Library Capital Works Reserve was reduced by $0.1 million through the Budget Committee.

Finally, an additional $0.20 million is being transferred to the Capital Works Reserve as part of a four year phase in. This will increase the annual contribution by $800,000 and bring it to a level that will be sufficient in funding development charge exemptions annually.

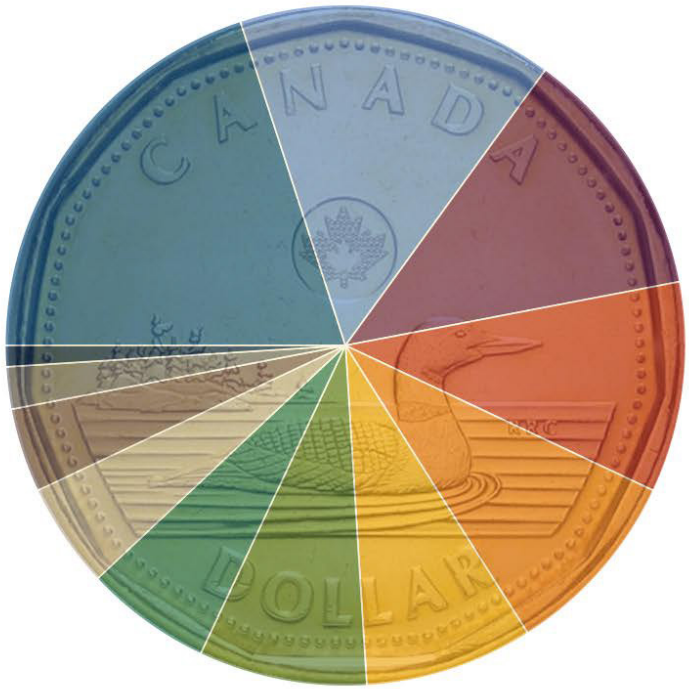
Trough Budget Committee deliberations, a pilot transit program was approved to extend the transit service to the rural community. This pilot program will be funded by a one-time $0.15 million transfer from Slot Reserve Fund. Additionally, Committee approved a $0.10 million reduction in the transfer to the Library.

Further details on the Reserve and Reserve Fund balances as well as the schedule of movement for 2017 can be found in the Reserves and Reserve Funds section on pages 337 to 345.

What Does $1 of Municipal Taxes Buy?

The total tax-supported expenditures for the major service categories are shown in the chart below. For every dollar, 94 cents is spent on providing core municipal services such as:

- Parks and Community Services
- Fire and Protective Services
- Infrastructure and Winter Maintenance
- Transit
- Milton Public Library



20¢	Fire and Protective Services	8¢	Transit
15¢	Capital Project Financing	6¢	Winter Maintenance
12¢	Recreation Facilities and Programs	5¢	Civic Administration
10¢	Park Maintenance	4¢	Planning, Zoning and Economic Development
9¢	Roads Maintenance	2¢	Streetlighting
8¢	Milton Public Library	1¢	Hospital

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Milton District Hospital Expansion

The Hospital expansion is expected to be completed in 2017. On April 7, 2017, the Town will be required to pay the agreed upon portion of the local share, committed at $35.0 million. A financial forecast has been completed, along with the $15 million of 30 year debentures that was issued through CORS-015-15 and funded through the 1% dedicated tax levy, the town anticipates a one-time transfer from slots reserve fund and a further debenture issue in 2017 to fund the remaining amount. The 2017 debenture issue will be funded through future developer contributions. Further details on the Milton District Hospital Expansion can be found on page 35.

Future Financial Issues

There are a number of issues that the Town will be required to consider and address in future budget preparation. The major issues the Town will face over the forecast period and into the foreseeable future include:

Milton Education Village (MEV)

Establishing post-secondary education in Milton is a priority highlighted in the Town's Strategic Plan and for more than eight years, the Town of Milton and Wilfrid Laurier University have been working together, with public and private-sector partners, to make this vision a reality. In October 2016, the Province of Ontario announced that post-secondary education will be expanded in Milton to support students with new learning options within their community. In 2017, the Town will continue moving forward with land use planning activities for the Milton Education Village.

Operating Impacts of New Capital Infrastructure

The approval of certain capital projects will result in future operating impacts to support new or expanded services and maintenance of infrastructure. Through the preparation of the capital budget, departments identify any potential impacts on the Town's operating budget associated with the capital program. This information is used in preparation of the annual operating budget and forecasts for future years. Further information on the operating impacts of capital jobs in the 2017 budget and their impact on the operating budget and forecast can be found on page 34.

It is important to note that the operating impacts of capital jobs in the 2017 budget only present the operating impacts over the next three years. However, there are capital jobs in the forecast that will have a significant impact on the operating budget such as parkland development, transit and fleet growth related impacts.

Expanding Existing Services into the Growth Areas

As new developments are completed, timing of the expansion of the transit system routes to include the growth areas will need to be considered. In addition, new infrastructure such as roads and parks are being built within subdivisions. There will be additional operating costs related to the maintenance of the infrastructure such as winter control and grass cutting.

Contributions to reserves should also increase to ensure funds are being set aside for asset management purposes and future replacement/ reconstruction of assets. The operating costs of these services will have an impact on future operating budgets and may cause immediate tax impacts in the year they become operational.

Strategic Workforce Plan

Over the next five years, concerted efforts will be made to convert part time positions to full time where appropriate following the findings as presented in CORS-078-15 indicating that the Town's current staffing model is too heavily weighted on part time staff as compared to full time staff. This staffing model creates a high level of instability in the provision of customer service to the community as turnover is almost four times higher with part-time staff than the full-time workforce. This turnover is costly to the Town and can result in inconsistent customer service.

The review also affirmed that the Town has a very lean full-time staffing compliment. This results in a heavy reliance on external consultants as well as some functions not meeting normal minimum standards or existing staff working excessive hours of overtime.

A five year rolling Human Capital Plan has been developed and continues to be adjusted annually so that the Town is able to monitor human resource needs to address the low number of full time staff employed by the Town of Milton compared to other comparable municipalities. To address these two areas and accommodate the higher level of resources needed to provide the programs and services to the growing community, it is reasonable to expect that tax levels will need to increase above the rate of inflation.

Interest Rates

Interest rates remain low by historical standards which presents both opportunities and challenges to the Town. If rates continue on this trend as expected, the Town will continue to realize modest returns on its investment portfolio but can continue to issue debentures for capital works with lower interest payments in future years over the term of the debt. On the other hand, if rates increase then the Town can take advantage of higher returns on investments but will also incur additional expenses for interest costs on debt. This scenario is of particular concern with the commitment to provide funding for the hospital expansion in 2017 for which the Town will need to issue significant debt to meet its funding obligation.

Other Items of Consideration

The Town continues to experience growth and changing demographics. This diversity presents interesting challenges in meeting changing and new needs and demands. Considerations in the development of programs and services need to reflect this new reality.

Gross Expenditures by Department

DEPARTMENT NAME	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change /P.Y. Approved
EXPENDITURES									
Mayor and Council	$ 530,362	$ 601,147	$ 601,573	$ 10,330	$ 611,903	$ -	$ -	$ 611,903	1.7%
Executive Services	10,804,531	11,977,443	12,123,221	289,140	12,412,361	212,949	20,500	12,645,811	4.3%
Corporate Services	10,624,407	11,235,566	11,759,885	399,987	12,159,873	715,364	-	12,875,238	9.5%
General Government	24,378,295	24,974,547	24,146,281	1,657,982	25,804,263	2,591,180	-	28,395,443	17.6%
Engineering Services	26,930,425	27,669,313	27,771,361	1,176,625	28,947,986	1,017,854	810,680	30,776,520	10.8%
Community Services	19,766,979	20,393,338	20,419,856	450,590	20,870,446	224,831	35,464	21,130,741	3.5%
Planning and Development	6,388,148	7,212,873	7,285,084	574,958	7,860,042	1,142,741	-	9,002,783	23.6%
Library	4,592,736	4,797,916	4,784,781	55,658	4,840,439	77,433	14,576	4,932,449	3.1%
SUBTOTAL TOWN OF MILTON	**$ 104,015,880**	**$ 108,862,143**	**$ 108,892,043**	**$ 4,615,270**	**$ 113,507,313**	**$ 5,982,352**	**$ 881,224**	**$ 120,370,888**	**10.5%**
Hospital Expansion	$ 827,503	$ 1,101,597	$ 1,101,597	$ 183,960	$ 1,285,557	$ 6,128	$ -	$ 1,291,685	17.3%
DBIA	223,330	237,500	237,500	14,000	251,500	-	-	251,500	5.9%
SUBTOTAL HOSPITAL and DBIA	**$ 1,050,833**	**$ 1,339,097**	**$ 1,339,097**	**$ 197,960**	**$ 1,537,057**	**$ 6,128**	**$ -**	**$ 1,543,185**	**15.2%**
TOTAL TOWN OF MILTON EXPENDITURES	**$ 105,066,713**	**$ 110,201,240**	**$ 110,231,140**	**$ 4,813,230**	**$ 115,044,370**	**$ 5,988,480**	**$ 881,224**	**$ 121,914,073**	**10.6%**
REVENUE									
Mayor and Council	$ (17,625)	$ (21,599)	$ (21,599)	$ (720)	$ (22,318)	$ -	$ -	$ (22,318)	0.0%
Executive Services	(898,169)	(1,065,512)	(950,161)	(44,925)	(995,086)	40,290	-	(954,795)	0.5%
Corporate Services	(5,116,238)	(4,640,562)	(4,621,561)	(185,994)	(4,807,555)	(242,899)	-	(5,050,454)	9.3%
General Government	(22,043,531)	(22,791,465)	(22,771,604)	(1,566,473)	(24,338,077)	(1,959,368)	-	(26,297,445)	15.5%
Engineering Services	(11,039,180)	(11,227,188)	(11,039,655)	(1,092,262)	(12,131,916)	(60,482)	(183,982)	(12,376,380)	12.1%
Community Services	(14,199,662)	(14,326,456)	(13,969,591)	(100,327)	(14,069,919)	(590,784)	(21,717)	(14,682,419)	5.1%
Planning and Development	(5,995,973)	(6,670,084)	(6,719,306)	(740,978)	(7,460,284)	(1,100,825)	-	(8,561,108)	27.4%
Library	(306,622)	(337,207)	(262,082)	(75,697)	(337,779)	-	-	(337,779)	28.9%
SUBTOTAL TOWN OF MILTON	**$ (59,616,999)**	**$ (61,080,073)**	**$ (60,355,559)**	**$ (3,807,375)**	**$ (64,162,935)**	**$ (3,914,067)**	**$ (205,700)**	**$ (68,282,699)**	**13.1%**
Hospital Expansion	$ (513,877)	$ (778,726)	$ (778,726)	$ (183,960)	$ (962,686)	$ -	$ -	$ (962,686)	23.6%
DBIA	(223,330)	(237,500)	(237,500)	(14,000)	(251,500)	-	-	(251,500)	5.9%
SUBTOTAL HOSPITAL and DBIA	**$ (737,207)**	**$ (1,016,226)**	**$ (1,016,226)**	**$ (197,960)**	**$ (1,214,186)**	**$ -**	**$ -**	**$ (1,214,186)**	**19.5%**
TOTAL TOWN OF MILTON REVENUES	**$ (60,354,206)**	**$ (62,096,299)**	**$ (61,371,785)**	**$ (4,005,335)**	**$ (65,377,121)**	**$ (3,914,067)**	**$ (205,700)**	**$ (69,496,885)**	**13.2%**
TOTAL LEVY REQUIREMENTS	**$ 44,712,507**	**$ 48,104,941**	**$ 48,859,356**	**$ 807,896**	**$ 49,667,252**	**$ 2,074,413**	**$ 675,524**	**$ 52,417,188**	**7.3%**

Net Expenditures by Department

DEPARTMENT NAME	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Budget	% Change / P.Y. Approved
Mayor and Council	$ 512,737	$ 579,549	$ 579,975	$ 9,610	$ 589,585	$ -	$ -	$ 589,585	1.7%
Executive Services	9,906,361	10,911,930	11,173,060	244,215	11,417,275	253,239	20,500	11,691,016	4.6%
Corporate Services	5,508,169	6,595,005	7,138,324	213,994	7,352,318	472,465	-	7,824,784	9.6%
General Government	2,334,764	2,183,083	1,374,677	91,509	1,466,186	631,812	-	2,097,998	52.6%
Engineering Services	15,891,245	16,442,125	16,731,707	84,364	16,816,071	957,372	626,698	18,400,140	10.0%
Community Services	5,567,316	6,066,881	6,450,265	350,263	6,800,528	(365,953)	13,747	6,448,322	(0.0%)
Planning and Development	392,175	542,788	565,778	(166,020)	399,758	41,917	-	441,675	(21.9%)
Library	4,286,114	4,460,709	4,522,699	(20,039)	4,502,660	77,433	14,576	4,594,670	1.6%
SUBTOTAL TOWN OF MILTON	**$ 44,398,881**	**$ 47,782,070**	**$ 48,536,485**	**$ 807,896**	**$ 49,344,381**	**$ 2,068,285**	**$ 675,524**	**$ 52,088,189**	**7.3%**
Hospital Expansion	$ 313,626	$ 322,871	$ 322,871	$ -	$ 322,871	$ 6,128	$ -	$ 328,999	1.9%
DBIA	-	-	-	-	-	-	-	-	0.0%
SUBTOTAL HOSPITAL and DBIA	**$ 313,626**	**$ 322,871**	**$ 322,871**	**$ -**	**$ 322,871**	**$ 6,128**	**$ -**	**$ 328,999**	**2%**
TOTAL TOWN OF MILTON NET EXPENDITURES	**$ 44,712,507**	**$ 48,104,941**	**$ 48,859,356**	**$ 807,896**	**$ 49,667,252**	**$ 2,074,413**	**$ 675,524**	**$ 52,417,188**	**7.3%**

Sources of Revenue by Account

REVENUE SOURCES	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
REVENUE TOWN OF MILTON									
Taxation (excluding Tax Levy)	$ (2,646,080)	$ (2,563,220)	$ (2,497,953)	$ (94,371)	$ (2,592,324)	$ 125,000	$ -	$ (2,467,324)	(1.2%)
Payments In Lieu	(642,570)	(672,120)	(653,551)	(24,683)	(678,234)	2,185	-	(676,049)	3.4%
Grants	(1,947,892)	(1,340,818)	(1,170,724)	47,896	(1,122,828)	73,247	-	(1,049,581)	(10.3%)
Recoveries and Donations	(3,791,671)	(3,787,473)	(3,654,753)	(305,661)	(3,960,414)	(88,439)	(21,289)	(4,070,142)	11.4%
User Fees and Service Charges	(23,942,795)	(22,292,945)	(23,609,855)	(443,239)	(24,053,094)	(3,284,782)	(24,411)	(27,362,287)	15.9%
External Revenue Transferred to Reserves and Reserve Funds	(10,816,638)	(11,726,577)	(11,726,577)	699,984	(11,026,593)	(1,682,623)	-	(12,709,216)	8.4%
Financing Revenue	(10,934,552)	(13,337,766)	(11,890,844)	(2,900,798)	(14,791,643)	1,008,036	(160,000)	(13,943,604)	17.3%
Reallocated Revenue	(4,897,446)	(5,359,154)	(5,151,301)	(786,503)	(5,937,804)	(66,692)	-	(6,004,496)	16.6%
SUBTOTAL TOWN OF MILTON	**$ (59,619,645)**	**$ (61,080,073)**	**$ (60,355,559)**	**$ (3,807,375)**	**$ (64,162,935)**	**$ (3,914,067)**	**$ (205,700)**	**$ (68,282,699)**	**13.1%**
REVENUE HOSPITAL and DBIA									
Taxation (including DBIA Tax Levy)	$ (202,103)	$ (205,420)	$ (205,420)	$ (5,048)	$ (210,468)	$ -	$ -	$ (210,468)	2.5%
Payments In Lieu	(1,861)	-	-	-	-	-	-	-	0.0%
Grants	-	-	-	-	-	-	-	-	0.0%
Recoveries and Donations	(8,335)	(15,000)	(15,000)	-	(15,000)	-	-	(15,000)	100.0%
User Fees and Service Charges	(17,263)	(15,000)	(15,000)	(4,000)	(19,000)	-	-	(19,000)	26.7%
External Revenue Transferred to Reserves and Reserve Funds	-	-	-	-	-	-	-	-	0.0%
Financing Revenue	(505,005)	(780,806)	(780,806)	(188,912)	(969,718)	-	-	(969,718)	24.2%
Reallocated Revenue	-	-	-	-	-	-	-	-	0.0%
SUBTOTAL HOSPITAL and DBIA	**$ (734,567)**	**$ (1,016,226)**	**$ (1,016,226)**	**$ (197,960)**	**$ (1,214,186)**	**$ -**	**$ -**	**$ (1,214,186)**	**19.5%**
TOTAL TOWN OF MILTON REVENUES	**$ (60,354,212)**	**$ (62,096,299)**	**$ (61,371,785)**	**$ (4,005,335)**	**$ (65,377,121)**	**$ (3,914,067)**	**$ (205,700)**	**$ (69,496,885)**	**13.2%**

MAYOR AND COUNCIL

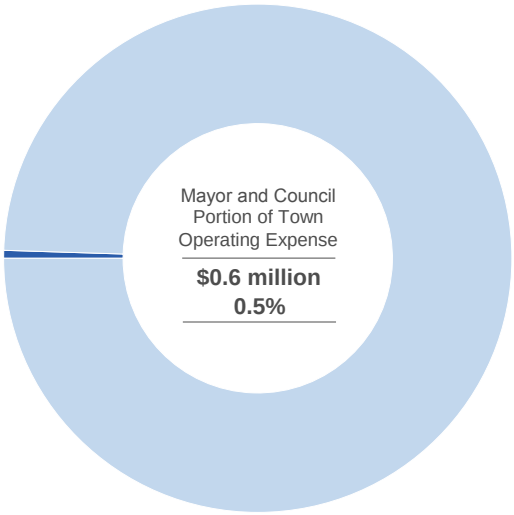
2017 Town of Milton Approved Capital and Operating Budget

4

Department Overview

Mayor and Council

Town Council is the governing body that is responsible for representing the public and considering the well-being and interests of the municipality.



Operating Budget Details

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
MAYOR AND COUNCIL									
EXPENDITURES									
Salaries and Benefits	$490,391	$515,248	$515,248	$10,440	$525,688			$525,688	2%
Administrative	$34,009	$55,765	$55,765	$148	$55,913			$55,913	
Financial		$5,000	$5,000		$5,000			$5,000	
Purchased Goods	$609	$701	$701		$701			$701	
Purchased Services	$5,353	$24,433	$24,859	($258)	$24,601			$24,601	(1%)
Total EXPENDITURES	$530,362	$601,147	$601,573	$10,330	$611,903			$611,903	2%
REVENUE									
Financing Revenue		($5,000)	($5,000)		($5,000)			($5,000)	
Recoveries and Donations	($17,625)	($16,599)	($16,599)	($720)	($17,318)			($17,318)	4%
Total REVENUE	($17,625)	($21,599)	($21,599)	($720)	($22,318)			($22,318)	3%
Total MAYOR AND COUNCIL	**$512,737**	**$579,549**	**$579,975**	**$9,610**	**$589,585**			**$589,585**	**2%**
TOTAL LEVY REQUIREMENTS	**$512,737**	**$579,549**	**$579,975**	**$9,610**	**$589,585**			**$589,585**	**2%**

Photo Credit: the Milton Canadian Champion

EXECUTIVE SERVICES

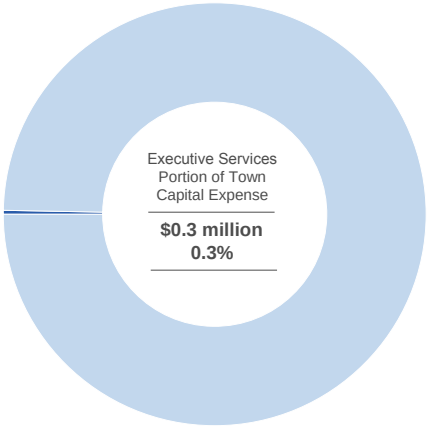
2017 Town of Milton Approved Capital and Operating Budget

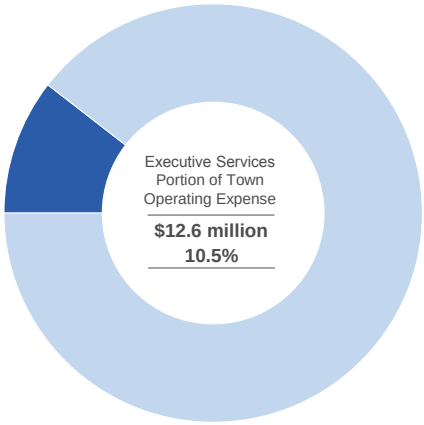
5

Department Overview

Executive Services

As leader of the Strategic Management Team, the Chief Administrative Officer (CAO) is ultimately responsible for ensuring timely/quality services are provided to the community and are aligned with Council-approved directives and budget. The CAO also provides the interface between Town of Milton Council and the Corporation of the Town of Milton, balancing Council's needs and desires with the Town's vision, policies and legislated requirements.





Office of the CAO

- Responsible for the Corporation's administration, staff and daily operations.
- Leader of the Strategic Management Team and Departmental Commissioners who collectively manage the long-term strategic direction of the Corporation.

Corporate Communications and Marketing

- Oversees and manages all external/internal marketing and communication for the Corporation.
- Provides information that encourages meaningful two-way communication and builds a culture based on research, evaluation and innovation.
- Services include strategic marketing and communications plans, public engagement activities and digital communications including social media and media relations.

Economic Development and Strategic Initiatives

- Stimulate and provide a healthy economy and standard of living.
- Strategic focus on job creation, diversification and partnership development to create a thriving economic base.
- Identification and implementation of strategic initiatives that have potential for high economic impact including the Milton Education Village, the MEV Innovation Centre and various property matters.

Fire Services

- Fire suppression / training of fire suppression staff.
- Extrication of occupants of motor vehicle collisions and confined space rescues as well as technical rescue incidents.
- Public education related to false alarm prevention, fire safety and developing fire safety plans.
- Burn / fireworks permits.
- Dispatching of fire services to property inspections and other incidents.

Capital Budget Details

Description	Page	Expenditures	Revenue	Reserves / Res. Funds	Development Charges	Capital Provision	Grants / Subsidies	Debentures	Recoveries / Donations
Executive Services									
Office of the CAO									
C101125 Branding - Town of Milton	81	127,188		127,188					
Total Office of the CAO		127,188		127,188					
Fire Fleet Equip Replacement									
C700126 Off Road Vehicle Replacement	82	49,858		49,858					
Total Fire Fleet Equip Replacement		49,858		49,858					
Fire - Replacement									
C720101 Helmet Replacement	83	12,210		12,210					
C720122 Special Operations Equipment Replacement	84	34,799		34,799					
C720157 Bunker Gear & Recruit Replacement	85	22,894		22,894					
C720159 Battery & Radio Parts Replacement	86	15,263		15,263					
Total Fire - Replacement		85,166		85,166					
Fire - Growth									
C730104 Bunker Gear & Recruit Package Growth	87	22,385			22,385				
Total Fire - Growth		22,385			22,385				
Total Executive Services		**284,597**		**262,212**	**22,385**				
2018 Equipment Pre-Approvals									
Fleet Equipment Replacement									
C700101 Replace/Refurbish Tanker Trucks	88	1,026,313		1,026,313					
Total 2018 Equipment Replacement Pre-Approvals		1,026,313		1,026,313					
Total 2018 Town Capital Budget Pre-Approvals		**1,026,313**		**1,026,313**					

Capital Budget Details

Branding - Town of Milton

Project	C101125
Department	Executive Services
Service / Program	Office of the CAO
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This project will update the Town of Milton brand to better reflect the vibrant, growing community and allow for more modern design applications. This project will develop a strategy to consolidate all of the existing brands (Corporate, Economic Development, Transit, etc.) under one newly refreshed brand that will speak to the entire community (scope includes design and early phase implementation). The result of the refreshed brand will be a stronger association for residents, businesses and visitors with Town of Milton programs, services and initiatives, and a long-term reduction in costs from consultants and outsourcing design and marketing associated with maintaining multiple visual identities.

The primary Town of Milton logo has been in use for 27 years with no change and a business need to modernize and refresh the logo has been identified corporate-wide.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	2	Long term reduction in consulting and outsourcing costs by maintaining one visual identity.
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	3	Increase recognition of Town of Milton programs and services.
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	125,000	125,000				
Transfers	2,188	2,188				
Expenditures Total	**127,188**	**127,188**				
Funding						
Reserves / Res. Funds	127,188	127,188				
Funding Total	**127,188**	**127,188**				

Capital Budget Details

Off Road Vehicle Replacement

Project	C700126
Department	Fire
Service / Program	Fire Fleet Equip Replacement
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Replace off road vehicle, unit 33, that has reached the end of its useful life.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	5	To ensure vehicle is in good condition in order to be productive at service calls.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	98,000	49,000				49,000
Transfers	1,716	858				858
Expenditures Total	**99,716**	**49,858**				**49,858**
Funding						
Reserves / Res. Funds	99,716	49,858				49,858
Funding Total	**99,716**	**49,858**				**49,858**

Capital Budget Details

Helmet Replacement

Project	C720101
Department	Fire
Service / Program	Fire - Replacement
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	NO

Description

To replace fire helmets in accordance with the National Fire Protection Association (NFPA) requirements. All Fire Department helmets are inspected for heat and stress cracks by the health and safety committee and the life expectancy is 5 to 10 years.

Priority

Category	Priority	Comment
Health and Safety Issues	5	Helmets must be in accordance with NFPA 1851.
Cost Savings / Payback	0	
State of Good Repair	5	Helmets must be in accordance with NFPA 1851, which has a 10 year expiry rule.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	12,000	12,000				
Transfers	210	210				
Expenditures Total	**12,210**	**12,210**				
Funding						
Reserves / Res. Funds	12,210	12,210				
Funding Total	**12,210**	**12,210**				

Capital Budget Details

Special Operations Equipment Replacement

Project	C720122
Department	Fire
Service / Program	Fire - Replacement
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	NO

Description

To replace ladder escape safety belts and landyards, as per National Fire Protection Association (NFPA) requirements.

Priority

Category	Priority	Comment
Health and Safety Issues	5	Equipment replacement required to ensure firefighter safety.
Cost Savings / Payback	0	
State of Good Repair	5	NFPA requirements for rope and equipment replacement.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	109,200	34,200	25,000		25,000	25,000
Transfers	1,913	599	438		438	438
Expenditures Total	**111,113**	**34,799**	**25,438**		**25,438**	**25,438**
Funding						
Revenue	76,314		25,438		25,438	25,438
Reserves / Res. Funds	34,799	34,799				
Funding Total	**111,113**	**34,799**	**25,438**		**25,438**	**25,438**

Capital Budget Details

Bunker Gear & Recruit Replacement

Project	C720157
Department	Fire
Service / Program	Fire - Replacement
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This is the purchase of complete clothing packages for replacement recruits. This will consist of helmet, boots, coat, gloves, pants and uniform.

Priority

Category	Priority	Comment
Health and Safety Issues	5	Equipment needed for firefighting and emergency duties.
Cost Savings / Payback	0	
State of Good Repair	5	Replacement of aging equipment and to ensure proper fit.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	202,500	22,500	22,500	22,500	67,500	67,500
Transfers	3,546	394	394	394	1,182	1,182
Expenditures Total	**206,046**	**22,894**	**22,894**	**22,894**	**68,682**	**68,682**
Funding						
Revenue	183,152		22,894	22,894	68,682	68,682
Reserves / Res. Funds	22,894	22,894				
Funding Total	**206,046**	**22,894**	**22,894**	**22,894**	**68,682**	**68,682**

Capital Budget Details

Battery & Radio Parts Replacement

Project	C720159
Department	Fire
Service / Program	Fire - Replacement
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

To replace aging batteries and radio parts.

Priority

Category	Priority	Comment
Health and Safety Issues	5	Battery power for communications in hazardous situations.
Cost Savings / Payback	0	
State of Good Repair	4	Replace batteries due to charging loss.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	45,000	15,000			30,000	
Transfers	789	263			526	
Expenditures Total	**45,789**	**15,263**			**30,526**	
Funding						
Revenue	30,526				30,526	
Reserves / Res. Funds	15,263	15,263				
Funding Total	**45,789**	**15,263**			**30,526**	

Capital Budget Details

Bunker Gear & Recruit Package Growth

Project	C730104
Department	Fire
Service / Program	Fire - Growth
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	YES

Description

Purchase of complete clothing packages for new recruits. This will consist of helmet, boots, coat, gloves, pants, uniform, pager, training materials etc.

Priority

Category	Priority	Comment
Health and Safety Issues	5	To protect firefighters in harsh environments.
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	Personal protective clothing for new firefighters.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	110,271	22,000	22,879	65,392		
Transfers	1,929	385	400	1,144		
Expenditures Total	**112,200**	**22,385**	**23,279**	**66,536**		
Funding						
Development Charges	112,200	22,385	23,279	66,536		
Funding Total	**112,200**	**22,385**	**23,279**	**66,536**		

Capital Budget Details

Replace/Refurbish Tanker Trucks

Project	C700101
Department	Fire
Service / Program	Fire Fleet Equip Replacement
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

2018 Pre-Approval
Replace two (2) Freightliner Tankers, units 15 and 35, which have reached the end of their useful lives.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	5	Maintain units in good operating condition.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	2,145,701		1,008,661		552,000	585,040
Transfers	37,550		17,652		9,660	10,238
Expenditures Total	**2,183,251**		**1,026,313**		**561,660**	**595,278**
Funding						
Reserves / Res. Funds	2,183,251		1,026,313		561,660	595,278
Funding Total	**2,183,251**		**1,026,313**		**561,660**	**595,278**

Operating Budget Details

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
EXECUTIVE SERVICES									
OFFICE OF THE CAO									
EXPENDITURES									
Salaries and Benefits	$423,571	$483,998	$483,998	$10,830	$494,828			$494,828	2%
Administrative	$15,789	$20,005	$20,005		$20,005			$20,005	
Purchased Goods	$4,012	$7,271	$5,387	$1,000	$6,387			$6,387	19%
Purchased Services	$393,766	$450,348	$433,568	$44,559	$478,127	($49,500)		$428,627	(1%)
Total EXPENDITURES	$837,138	$961,622	$942,958	$56,389	$999,347	($49,500)		$949,847	1%
REVENUE									
Financing Revenue	($73,110)	($73,577)	($73,577)	($501)	($74,078)			($74,078)	1%
Recoveries and Donations	($14,577)								#DIV/0!
User Fees and Service Charges	($112,158)	($172,300)	($172,300)	($700)	($173,000)			($173,000)	
Reallocated Revenue	($3,852)	($15,000)	($15,000)		($15,000)			($15,000)	
Total REVENUE	($203,697)	($260,877)	($260,877)	($1,201)	($262,078)			($262,078)	
Total OFFICE OF THE CAO	**$633,441**	**$700,745**	**$682,081**	**$55,188**	**$737,269**	**($49,500)**		**$687,769**	**1%**
MARKETING AND COMMUNICATIONS									
EXPENDITURES									
Salaries and Benefits	$104,970	$476,868	$493,380	$11,649	$505,029	$66,033		$571,062	16%
Administrative	$403	$4,178	$4,178	$362	$4,540			$4,540	9%
Purchased Goods		$7,720	$7,000	$800	$7,800			$7,800	11%
Purchased Services	$1,346	$69,020	$75,280	$13,309	$88,589		20,500	$109,089	45%
Total EXPENDITURES	$106,719	$557,786	$579,838	$26,120	$605,958	$66,033	20,500	$692,491	19%
Total MARKETING AND COMMUNICATIONS	**$106,719**	**$557,786**	**$579,838**	**$26,120**	**$605,958**	**$66,033**	**20,500**	**$692,491**	**19%**
ECONOMIC DEVELOPMENT AND STRATEGIC INITIATIVES									
EXPENDITURES									
Salaries and Benefits	$424,885	$445,423	$445,423	$34,223	$479,646			$479,646	8%
Administrative	$10,646	$20,867	$20,867	($1,497)	$19,370			$19,370	(7%)
Financial	$870	$1,056	$1,056	$725	$1,781			$1,781	69%
Transfers to Own Funds	$19,962	$36,243	$36,243	$162	$36,405			$36,405	
Purchased Goods	$20,682	$22,757	$18,757	$1,576	$20,333			$20,333	8%
Purchased Services	$538,168	$627,153	$529,689	$21,639	$551,328	($40,450)		$510,878	(4%)
Reallocated Expenses	$1,928	$3,333	$3,333	$341	$3,674			$3,674	10%
Total EXPENDITURES	$1,017,141	$1,156,832	$1,055,368	$57,169	$1,112,537	($40,450)		$1,072,087	2%
REVENUE									
Financing Revenue	($40,695)	($211,937)	($211,937)	($4,876)	($216,813)			($216,813)	2%
Grants	($152,827)	($157,052)	($41,700)	($26,250)	($67,950)	$41,700		($26,250)	(37%)
Recoveries and Donations	($100,887)	($105,290)	($105,290)	$2,600	($102,690)			($102,690)	(2%)
User Fees and Service Charges	($204,463)	($84,503)	($84,503)	$7,516	($76,987)			($76,987)	(9%)
Total REVENUE	($498,872)	($558,782)	($443,430)	($21,010)	($464,440)	$41,700		($422,740)	(5%)
Total ECONOMIC DEVELOPMENT AND STRATEGIC INITIATIVES	**$518,269**	**$598,050**	**$611,938**	**$36,159**	**$648,097**	**$1,250**		**$649,347**	**6%**
FIRE									
EXPENDITURES									
Salaries and Benefits	$7,490,443	$7,665,737	$7,885,584	$220,349	$8,105,933	$147,897		$8,253,830	5%
Administrative	$40,591	$52,658	$52,658	$600	$53,258	$1,200		$54,458	3%
Financial	$1,351	$1,514	$1,514	($125)	$1,389			$1,389	(8%)
Transfers to Own Funds	$589,006	$758,217	$758,217	$11,394	$769,611	$87,768		$857,379	13%
Purchased Goods	$88,019	$100,916	$102,800	$490	$103,290			$103,290	
Purchased Services	$480,290	$567,211	$589,333	($79,529)	$509,804			$509,804	(13%)
Fleet Expenses	$151,015	$146,020	$146,020	$1,220	$147,240			$147,240	1%
Reallocated Expenses	$2,818	$8,933	$8,933	($4,939)	$3,994			$3,994	(55%)
Total EXPENDITURES	$8,843,533	$9,301,206	$9,545,059	$149,460	$9,694,519	$236,865		$9,931,384	4%
REVENUE									
Financing Revenue	($16,210)	($14,853)	($14,853)	($342)	($15,195)			($15,195)	2%
Grants	($2,500)	($2,500)	($2,500)		($2,500)			($2,500)	
Recoveries and Donations	($105,431)	($111,104)	($111,104)	($12,500)	($123,604)			($123,604)	11%
User Fees and Service Charges	($71,462)	($117,397)	($117,397)	($9,872)	($127,269)	($1,410)		($128,679)	10%
Total REVENUE	($195,603)	($245,854)	($245,854)	($22,714)	($268,568)	($1,410)		($269,978)	10%
Total FIRE	**$8,647,930**	**$9,055,352**	**$9,299,205**	**$126,746**	**$9,425,951**	**$235,455**		**$9,661,406**	**4%**
TOTAL LEVY REQUIREMENTS	**$9,906,361**	**$10,911,930**	**$11,173,060**	**$244,215**	**$11,417,275**	**$253,239**	**20,500**	**$11,691,016**	**5%**

SERVICE LEVEL CHANGE

Department Executive Services

Division Corporate Communications

Program Public Engagement and Communication

DESCRIPTION OF SERVICE

Recommended by Council, this pilot program will be designed to improve communication of Town activities through the distribution of informational inserts with taxpayers Milton Hydro billings. Inserts will be distributed quarterly throughout 2017 and the costs include the design, printing and distribution costs.

Staffing Impacts

	2017	2018	2019
Staff Complement Impact (Number of FTE's)			
Full-time			
Part-time			
Contract			
Casual			
Total Impact	**0.00**	**0.00**	**0.00**

Financial Impacts

	2017	2018	2019
Expenditures			
Purchased Goods	20,500		
Revenues			
Net Cost	**20,500**	**-**	**-**

CORPORATE SERVICES

2017 Town of Milton Approved Capital and Operating Budget

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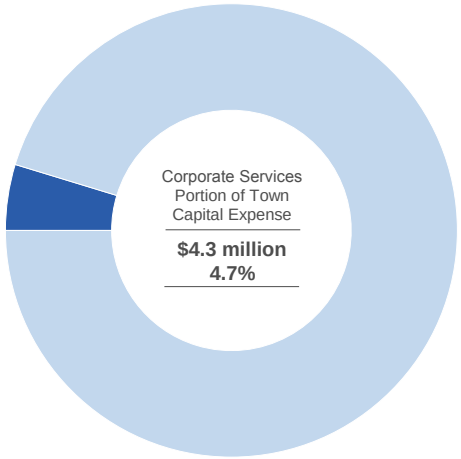
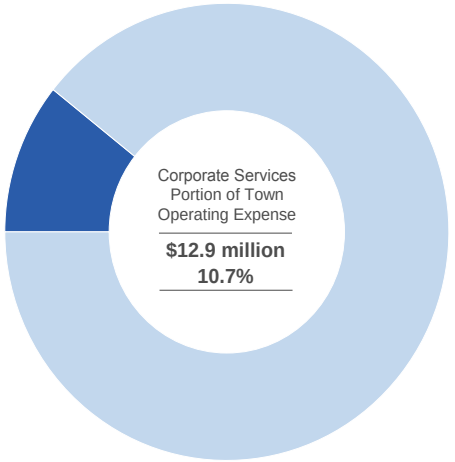
Department Overview

Corporate Services Department

The Corporate Services Department provides a wide variety of professional administrative, technical, and financial services to all departments within the Town and to the public in general.





Finance

- Provides financial stewardship and leadership to the Town.
- Manages the billing and collection of property taxes.
- Facilitates the procurement process of goods and services.
- Provides accounting and financial reporting support to the organization and other government agencies.
- Oversees a variety of financial functions, including: preparation of the annual budget, investments and debt management, and asset management and reporting.

Information Technology

- Provides leadership for effective use of information technology.
- Provides, manages and supports robust, reliable, and secure information technology, both hardware and software, and telecommunications architecture.
- Delivers products and services that meet the needs of Town staff and the public.

Human Resources

- Develops and implements policies and procedures to attract and retain employees.
- Promotes the fair and equitable treatment of employees and fosters a safe and healthy workplace.
- Provides support to managers regarding effective management practices.
- Ensures the Town complies with all applicable Ministry of Labour legislation.
- Oversees the corporate staff training and development programs.

Clerks

- Provides Council-related services such as elections and orientation management.
- Oversees the delivery of key services, including: animal control, board and committee appointments and meeting facilitation, licensing, by-law enforcement and parking, corporate accessibility, freedom of information and protection of privacy, weed control, and by-law and Council minutes maintenance.

Capital Budget Details

Description	Page	Expenditures	Revenue	Reserves / Res. Funds	Development Charges	Capital Provision	Grants / Subsidies	Debentures	Recoveries / Donations
Corporate Services									
Finance									
C200111 User Fee Update	95	81,400	81,400						
C200123 Special Financial Studies	96	152,625	15,262		137,363				
C200124 Legislated DC Exemptions	97	1,400,000		1,400,000					
Total Finance		1,634,025	96,662	1,400,000	137,363				
Information Technology									
C240003 Technology Strategic Plan	98	77,656		77,656					
C240004 Technology Replacement/Upgrade	99	124,468		124,468					
C240005 Phone System Changes/Upgrade	100	17,550		17,550					
C240006 PC Workstation Complement Changes	101	16,608		16,608					
C240009 E-Services Strategy/Implementation	102	227,895		216,322		11,573			
C240011 GIS Implementation	103	115,448		106,768		8,680			
C240014 Application Software Update	104	71,184	30,046	41,138					
C240028 Milton Air Photo Mapping	105	36,239	19,931		16,308				
C240121 Emergency Operations Centre	106	16,567	16,567						
C240123 Mobile Parking Enforcement	107	15,264	15,264						
C241014 Dept Specific - Infrastructure/Asset Management System	108	51,770		51,770					
C241100 Department Specific Initiatives	109	639,443		639,443					
C242001 Tech Infrastructure - Network Hardware	110	377,406		325,441		51,965			
C242002 Tech Infrastructure - Server Hardware	111	651,334		558,977		92,357			
C242003 Tech Infrastructure - Network Licencing	112	175,347		175,347					
Total Information Technology		2,614,179	81,808	2,351,488	16,308	164,575			
Clerks									
C260001 Taxi, Uber, Ride Strategy	113	28,490	28,490						
C260003 Council Orientation Program	114	27,473	24,200	3,273					
Total Clerks		55,963	52,690	3,273					
Total Corporate Services		**4,304,167**	**231,160**	**3,754,761**	**153,671**	**164,575**			

Capital Budget Details

User Fee Update

Project	C200111
Department	Corporate Services
Service / Program	Finance
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This project will fund a review and update of the Community Services user fee model and associated policies for fees and charges. The objective of the review is to ensure rates and fees are established to recover the costs of providing programs and services to the community to the greatest extent possible and in line with market comparables.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	4	To ensure that rates and fees for programs and services provided by the Town are appropriate to recover related expenses.
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	515,000	80,000		65,000	145,000	225,000
Transfers	9,014	1,400		1,138	2,538	3,938
Expenditures Total	**524,014**	**81,400**		**66,138**	**147,538**	**228,938**
Funding						
Revenue	524,014	81,400		66,138	147,538	228,938
Funding Total	**524,014**	**81,400**		**66,138**	**147,538**	**228,938**

Capital Budget Details

Special Financial Studies

Project	C200123
Department	Corporate Services
Service / Program	Finance
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	YES

Description

This project is to retain consultants to assist with the preparation of a fiscal impact study associated with future growth in the community related to the Sustainable Halton planning area.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	Required to understand the financial impact of growth in the Sustainable Halton area.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	330,000	150,000			30,000	150,000
Transfers	5,775	2,625			525	2,625
Expenditures Total	**335,775**	**152,625**			**30,525**	**152,625**
Funding						
Revenue	32,050	15,262			1,526	15,262
Development Charges	302,199	137,363			27,473	137,363
Capital Provision	1,526				1,526	
Funding Total	**335,775**	**152,625**			**30,525**	**152,625**

Capital Budget Details

Legislated DC Exemptions

Project	C200124
Department	Corporate Services
Service / Program	Finance
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	YES

Description

As per the *Development Charges Act* and the Town's Development Charge By-law, certain forms of development are exempt from paying development charges (DC's). For these developments, the Town must fund the amount that would otherwise have been collected through DC's.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	Allocation of funding for the DC exemptions as per legislation.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Transfers	8,823,210	1,400,000	730,800	1,473,910	2,418,500	2,800,000
Expenditures Total	**8,823,210**	**1,400,000**	**730,800**	**1,473,910**	**2,418,500**	**2,800,000**
Funding						
Revenue	7,423,210		730,800	1,473,910	2,418,500	2,800,000
Reserves / Res. Funds	1,400,000	1,400,000				
Funding Total	**8,823,210**	**1,400,000**	**730,800**	**1,473,910**	**2,418,500**	**2,800,000**

Capital Budget Details

Technology Strategic Plan

Project	C240003
Department	Corporate Services
Service / Program	Information Technology
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Consulting resources will be used to assist with reviewing business needs, identifying areas of opportunity, and developing strategies that will make the most effective and appropriate use of technology to improve operational effectiveness and customer service.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	4	Identifying external requirements for efficiencies.
State of Good Repair	0	
Growth Related Need	1	Analyze future IT requirements due to growth.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	228,960	76,320			76,320	76,320
Transfers	4,008	1,336			1,336	1,336
Expenditures Total	**232,968**	**77,656**			**77,656**	**77,656**
Funding						
Revenue	155,312				77,656	77,656
Reserves / Res. Funds	77,656	77,656				
Funding Total	**232,968**	**77,656**			**77,656**	**77,656**

Capital Budget Details

Technology Replacement/Upgrade

Project	C240004
Department	Corporate Services
Service / Program	Information Technology
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This is an ongoing program to ensure the desktop computing resources are maintained at a level that provides appropriate system functionality and performance to meet job functions and minimizes system maintenance and support costs.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	4	Maintain technology at a level that provides appropriate system functionality to meet the requirements of the organization.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	1,472,327	122,327	150,000	150,000	450,000	600,000
Transfers	25,766	2,141	2,625	2,625	7,875	10,500
Expenditures Total	**1,498,093**	**124,468**	**152,625**	**152,625**	**457,875**	**610,500**
Funding						
Reserves / Res. Funds	1,498,093	124,468	152,625	152,625	457,875	610,500
Funding Total	**1,498,093**	**124,468**	**152,625**	**152,625**	**457,875**	**610,500**

Capital Budget Details

Phone System Changes/Upgrade

Project	C240005
Department	Corporate Services
Service / Program	Information Technology
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This is an ongoing program to ensure the telecommunications resources are maintained at a level which provides appropriate system functionality and performance to meet job functions and minimizes system maintenance and support costs.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	4	Replace end-of-life phones and equipment.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	947,248	17,248	70,000	70,000	310,000	480,000
Transfers	16,577	302	1,225	1,225	5,425	8,400
Expenditures Total	**963,825**	**17,550**	**71,225**	**71,225**	**315,425**	**488,400**
Funding						
Revenue	946,275		71,225	71,225	315,425	488,400
Reserves / Res. Funds	17,550	17,550				
Funding Total	**963,825**	**17,550**	**71,225**	**71,225**	**315,425**	**488,400**

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	4,578	1,526		1,526		1,526	
Total Expected Expenditures	4,578	1,526		1,526		1,526	
Total Operating Impact	**4,578**	**1,526**		**1,526**		**1,526**	

Capital Budget Details

PC Workstation Complement Changes

Project	C240006
Department	Corporate Services
Service / Program	Information Technology
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Technology resources for new staff complement requests based on estimated growth.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	Requirement to provide communication and technology resources for incremental staff.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	250,322	16,322	26,000	26,000	78,000	104,000
Transfers	4,381	286	455	455	1,365	1,820
Expenditures Total	**254,703**	**16,608**	**26,455**	**26,455**	**79,365**	**105,820**
Funding						
Revenue	211,640			26,455	79,365	105,820
Reserves / Res. Funds	43,063	16,608	26,455			
Funding Total	**254,703**	**16,608**	**26,455**	**26,455**	**79,365**	**105,820**

Capital Budget Details

E-Services Strategy/Implementation

Project	C240009
Department	Corporate Services
Service / Program	Information Technology
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Enhancements, modifications and upgrades to the Town's website and enterprise online applications to enhance electronic service delivery for both employees and Town residents.

Specific projects in 2017 include the redesign of the Town's website and enhancements to the online bid program and mobile applications.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	As the Town grows, more reliance is put on online applications and utilities.
Service Enhancement	4	To develop electronic service delivery channels and expand accessibility of service and information.
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	1,243,975	223,975	100,000	100,000	340,000	480,000
Transfers	21,770	3,920	1,750	1,750	5,950	8,400
Expenditures Total	**1,265,745**	**227,895**	**101,750**	**101,750**	**345,950**	**488,400**
Funding						
Revenue	933,693		90,177	90,177	311,231	442,108
Reserves / Res. Funds	216,322	216,322				
Capital Provision	115,730	11,573	11,573	11,573	34,719	46,292
Funding Total	**1,265,745**	**227,895**	**101,750**	**101,750**	**345,950**	**488,400**

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	6,105	2,035		2,035		2,035	
Total Expected Expenditures	6,105	2,035		2,035		2,035	
Total Operating Impact	**6,105**	**2,035**		**2,035**		**2,035**	

Capital Budget Details

GIS Implementation

Project	C240011
Department	Corporate Services
Service / Program	Information Technology
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Ongoing project activities for the deployment of GIS and Automatic Vehicle Location technology to effectively support operational (planning, engineering, infrastructure, assessment, 911 response and economic development) activities while developing the data inventory and implementing tools necessary to support Emergency Operations Centre activities and corporate business strategies.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	GIS helps staff manage growth, improve decision making, and assist emergency services.
Service Enhancement	4	GIS supports citizen engagement in universal access to the Town's spatial information.
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	353,462	113,462	50,000	50,000	80,000	60,000
Transfers	6,189	1,986	875	875	1,401	1,052
Expenditures Total	**359,651**	**115,448**	**50,875**	**50,875**	**81,401**	**61,052**
Funding						
Revenue	166,083		42,195	42,195	55,361	26,332
Reserves / Res. Funds	106,768	106,768				
Capital Provision	86,800	8,680	8,680	8,680	26,040	34,720
Funding Total	**359,651**	**115,448**	**50,875**	**50,875**	**81,401**	**61,052**

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Goods	26,190	8,730		8,730		8,730	
Total Expected Expenditures	26,190	8,730		8,730		8,730	
Total Operating Impact	**26,190**	**8,730**		**8,730**		**8,730**	

Capital Budget Details

Application Software Update

Project	C240014
Department	Corporate Services
Service / Program	Information Technology
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This is an ongoing program to ensure that corporate applications are maintained at a level that provides appropriate system functionality and performance to meet job functions and minimizes system maintenance and support costs. Ensures annual upgrades for software related to key processes follow the anticipated life cycle.

The budget includes funds to replace incident management/service request software that is at the end of life.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	4	Ongoing upgrades to software and corporate applications.
Growth Related Need	2	Upgrades to productivity tools to include more users.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	669,960	69,960	50,000	100,000	200,000	250,000
Transfers	11,724	1,224	875	1,750	3,500	4,375
Expenditures Total	**681,684**	**71,184**	**50,875**	**101,750**	**203,500**	**254,375**
Funding						
Revenue	146,041	30,046		38,665	38,665	38,665
Reserves / Res. Funds	535,643	41,138	50,875	63,085	164,835	215,710
Funding Total	**681,684**	**71,184**	**50,875**	**101,750**	**203,500**	**254,375**

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	17,172	5,724		5,724		5,724	
Total Expected Expenditures	17,172	5,724		5,724		5,724	
Total Operating Impact	**17,172**	**5,724**		**5,724**		**5,724**	

Capital Budget Details

Milton Air Photo Mapping

Project	C240028
Department	Corporate Services
Service / Program	Information Technology
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	YES

Description

Local municipalities and the Region require biennial updates to their air photo mapping to ensure it provides a current "snapshot" of development and environmental impacts within the Town's boundaries.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	Planning and updating land information to support GIS requirements.
Service Enhancement	0	
Project Tied to Another Jurisdiction	5	Tied to work done by the Region.

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	175,616	35,616		35,000	35,000	70,000
Transfers	3,075	623		613	613	1,226
Expenditures Total	**178,691**	**36,239**		**35,613**	**35,613**	**71,226**
Funding						
Revenue	99,383	19,931		19,863	19,863	39,726
Development Charges	79,308	16,308		15,750	15,750	31,500
Funding Total	**178,691**	**36,239**		**35,613**	**35,613**	**71,226**

Capital Budget Details

Emergency Operations Centre

Project	C240121
Department	Corporate Services
Service / Program	Information Technology
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	NO

Description

Equipment and software required to support the Town's Emergency Operations Centre.

Priority

Category	Priority	Comment
Health and Safety Issues	5	Emergency Operations Centre requires proper systems to manage Town wide emergencies.
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	79,802	16,282	12,704		25,408	25,408
Transfers	1,395	285	222		444	444
Expenditures Total	**81,197**	**16,567**	**12,926**		**25,852**	**25,852**
Funding						
Revenue	81,197	16,567	12,926		25,852	25,852
Funding Total	**81,197**	**16,567**	**12,926**		**25,852**	**25,852**

Capital Budget Details

Mobile Parking Enforcement

Project	C240123
Department	Corporate Services
Service / Program	Information Technology
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	NO

Description

Mobile parking software and hardware enhancements to architecture and overall usability of mobile based devices. Additional enhancements to mobile printing and report considerations, along with continued development of Moneris reporting and integration within the overall system.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	4	Service enhancement for operational efficiency.
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	195,001	15,001	20,000	20,000	60,000	80,000
Transfers	3,413	263	350	350	1,050	1,400
Expenditures Total	**198,414**	**15,264**	**20,350**	**20,350**	**61,050**	**81,400**
Funding						
Revenue	198,414	15,264	20,350	20,350	61,050	81,400
Funding Total	**198,414**	**15,264**	**20,350**	**20,350**	**61,050**	**81,400**

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	7,986	2,662		2,662		2,662	
Total Expected Expenditures	7,986	2,662		2,662		2,662	
Total Operating Impact	**7,986**	**2,662**		**2,662**		**2,662**	

Capital Budget Details

Dept Specific - Infrastructure/Asset Management System

Project	C241014
Department	Corporate Services
Service / Program	Information Technology
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This project will develop the requirements for the asset management system for all Town assets. Once the requirements are established, a bid document will be prepared.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	5	Build requirements for a system to manage all Town assets to proactively maintain aging infrastructure.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	50,880	50,880				
Transfers	890	890				
Expenditures Total	**51,770**	**51,770**				
Funding						
Reserves / Res. Funds	51,770	51,770				
Funding Total	**51,770**	**51,770**				

Capital Budget Details

Department Specific Initiatives

Project	C241100
Department	Corporate Services
Service / Program	Information Technology
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This is an ongoing program to provide technology to departments to enable them to provide efficient and effective service and achieve their strategic goals and objectives. Projects include the replacement of the Point of Sale (POS) system, development of a portal for online submissions of building permits as well as a variety of tablets, monitors and printers.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	5	Application upgrades and enhancements to business systems.
Growth Related Need	0	
Service Enhancement	3	Departments require enhancements to business systems to help manage growth.
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	4,638,445	628,445	485,000	505,000	1,260,000	1,760,000
Transfers	81,182	10,998	8,489	8,838	22,053	30,804
Expenditures Total	**4,719,627**	**639,443**	**493,489**	**513,838**	**1,282,053**	**1,790,804**
Funding						
Revenue	4,080,184		493,489	513,838	1,282,053	1,790,804
Reserves / Res. Funds	639,443	639,443				
Funding Total	**4,719,627**	**639,443**	**493,489**	**513,838**	**1,282,053**	**1,790,804**

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Goods	24,420	8,140		8,140		8,140	
Purchased Services	83,889	27,963		27,963		27,963	
Total Expected Expenditures	108,309	36,103		36,103		36,103	
Total Operating Impact	**108,309**	**36,103**		**36,103**		**36,103**	

Capital Budget Details

Tech Infrastructure - Network Hardware

Project	C242001
Department	Corporate Services
Service / Program	Information Technology
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	YES

Description

Ongoing upgrades or replacement of aging infrastructure to support increasing demand for IT services.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	5	Ongoing upgrades to computer network hardware infrastructure.
Growth Related Need	5	To accommodate larger user base and more applications, increased processing power is required.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	6,270,915	370,915	1,000,000	700,000	1,500,000	2,700,000
Transfers	109,741	6,491	17,500	12,250	26,250	47,250
Expenditures Total	**6,380,656**	**377,406**	**1,017,500**	**712,250**	**1,526,250**	**2,747,250**
Funding						
Revenue	5,051,932		911,798	606,548	1,209,144	2,324,442
Reserves / Res. Funds	809,074	325,441	53,737	53,737	161,211	214,948
Capital Provision	519,650	51,965	51,965	51,965	155,895	207,860
Funding Total	**6,380,656**	**377,406**	**1,017,500**	**712,250**	**1,526,250**	**2,747,250**

Capital Budget Details

Tech Infrastructure - Server Hardware

Project	C242002
Department	Corporate Services
Service / Program	Information Technology
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Ongoing upgrades or replacement of aging infrastructure to support increasing demand for IT services.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	5	Ongoing upgrades to computer security and server infrastructure.
Growth Related Need	5	To accommodate larger user base and more applications, increased processing power is required.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	4,300,132	640,132	320,000	320,000	1,740,000	1,280,000
Transfers	75,252	11,202	5,600	5,600	30,450	22,400
Expenditures Total	**4,375,384**	**651,334**	**325,600**	**325,600**	**1,770,450**	**1,302,400**
Funding						
Revenue	2,723,313		214,407	214,407	1,436,871	857,628
Reserves / Res. Funds	728,501	558,977	18,836	18,836	56,508	75,344
Capital Provision	923,570	92,357	92,357	92,357	277,071	369,428
Funding Total	**4,375,384**	**651,334**	**325,600**	**325,600**	**1,770,450**	**1,302,400**

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	56,103	18,701		18,701		18,701	
Total Expected Expenditures	56,103	18,701		18,701		18,701	
Total Operating Impact	**56,103**	**18,701**		**18,701**		**18,701**	

Capital Budget Details

Tech Infrastructure - Network Licencing

Project	C242003
Department	Corporate Services
Service / Program	Information Technology
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	YES

Description

Ongoing upgrades and replacement of aging infrastructure to support increasing demand for IT services.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	To accommodate larger user base and more applications, increased processing power is required.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	832,331	172,331	100,000	70,000	210,000	280,000
Transfers	14,566	3,016	1,750	1,225	3,675	4,900
Expenditures Total	**846,897**	**175,347**	**101,750**	**71,225**	**213,675**	**284,900**
Funding						
Revenue	569,800			71,225	213,675	284,900
Reserves / Res. Funds	277,097	175,347	101,750			
Funding Total	**846,897**	**175,347**	**101,750**	**71,225**	**213,675**	**284,900**

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	5,493	1,831		1,831		1,831	
Total Expected Expenditures	5,493	1,831		1,831		1,831	
Total Operating Impact	**5,493**	**1,831**		**1,831**		**1,831**	

Capital Budget Details

Taxi, Uber, Ride Strategy

Project	C260001
Department	Corporate Services
Service / Program	Clerks
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

The current Taxi & Limousine Licensing By-law No. 94-2004 does not address ride sharing. The Municipal Law Enforcement Unit (MLEU) has no means of regulating these drivers and the vehicles they operate which may pose safety concerns to our residents. This project is to develop a Town strategy to address the ride sharing issue.

The Town of Milton moved to an open taxi market in 2016, which means that the MLEU does not cap the number of taxi plates available. Any person can obtain a taxi plate providing they meet the licensing requirements. It is expected that there will be an influx in vehicles and operators in 2016/2017. These drivers will no longer have to work for a Municipally licensed broker and can work as independent operators and owners. Ride sharing services may negatively impact licensed drivers/owners/operators.

Priority

Category	Priority	Comment
Health and Safety Issues	2	It is important to establish guidelines to regulate municipally licensed transportation including vehicles, owners and operators.
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	28,000	28,000				
Transfers	490	490				
Expenditures Total	**28,490**	**28,490**				
Funding						
Revenue	28,490	28,490				
Funding Total	**28,490**	**28,490**				

Capital Budget Details

Council Orientation Program

Project	C260003
Department	Corporate Services
Service / Program	Clerks
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

After every election, incoming Council members require orientation to learn roles and responsibilities, as well as foundational institutional knowledge of the Corporation. This funding will be used to complete a full redevelopment and delivery of the orientation program including but not limited to program development, training delivery and materials development.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	3	This project will deliver a more comprehensive training program.
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	27,000	27,000				
Transfers	473	473				
Expenditures Total	**27,473**	**27,473**				
Funding						
Revenue	24,200	24,200				
Reserves / Res. Funds	3,273	3,273				
Funding Total	**27,473**	**27,473**				

Operating Budget Details

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
CORPORATE SERVICES									
FINANCE									
EXPENDITURES									
Salaries and Benefits	$3,390,712	$3,718,447	$3,937,801	$193,701	$4,131,502	$110,305		$4,241,807	8%
Administrative	$48,310	$58,440	$60,940	$5,403	$66,343	($7,429)		$58,914	(3%)
Financial	$3,267	$4,304	$4,304	($1,586)	$2,718			$2,718	(37%)
Transfers to Own Funds	$964,960	$56,925	$56,925		$56,925			$56,925	
Purchased Goods	$50,334	$52,498	$52,498	($1,487)	$51,011	$1,700		$52,711	
Purchased Services	$226,427	$155,978	$172,628	($14,328)	$158,300	$1,522		$159,822	(7%)
Total EXPENDITURES	$4,684,010	$4,046,592	$4,285,096	$181,703	$4,466,799	$106,098		$4,572,897	7%
REVENUE									
Financing Revenue	($2,529,232)	($1,847,746)	($1,823,194)	($127,708)	($1,950,902)	($37,842)		($1,988,744)	9%
Recoveries and Donations	($6,137)	($5,000)	($500)	($500)	($1,000)			($1,000)	100%
User Fees and Service Charges	($828,931)	($566,519)	($565,163)	($15,629)	($580,792)	($44,313)		($625,105)	11%
Reallocated Revenue	($127,186)	($259,470)	($259,470)	($6,189)	($265,659)			($265,659)	2%
Total REVENUE	($3,491,486)	($2,678,735)	($2,648,327)	($150,026)	($2,798,353)	($82,155)		($2,880,508)	9%
Total FINANCE	**$1,192,524**	**$1,367,857**	**$1,636,769**	**$31,677**	**$1,668,446**	**$23,943**		**$1,692,389**	**3%**
INFORMATION TECHNOLOGY									
EXPENDITURES									
Salaries and Benefits	$1,625,561	$1,713,923	$1,813,053	$100,739	$1,913,792	$354,096		$2,267,888	25%
Administrative	$17,881	$20,275	$20,275	$8,400	$28,675			$28,675	41%
Purchased Goods	$752,191	$1,042,819	$1,035,763	$52,354	$1,088,117	$16,870		$1,104,987	7%
Purchased Services	$752,845	$993,393	$1,056,509	($37,252)	$1,019,257	($3,114)		$1,016,143	(4%)
Total EXPENDITURES	$3,148,478	$3,770,410	$3,925,600	$124,241	$4,049,841	$441,357		$4,491,198	14%
REVENUE									
Financing Revenue	($37,693)	($171,026)	($135,066)	($53,253)	($188,319)	($178,671)		($366,991)	172%
User Fees and Service Charges	($247)	($100)	($100)		($100)			($100)	
Reallocated Revenue	($16,556)	($13,920)	($13,920)	$13,920					(100%)
Total REVENUE	($54,496)	($185,046)	($149,086)	($39,333)	($188,419)	($178,671)		($367,091)	146%
Total INFORMATION TECHNOLOGY	**$3,093,982**	**$3,585,364**	**$3,776,514**	**$84,908**	**$3,861,422**	**$189,181**		**$4,050,602**	**7%**
HUMAN RESOURCES									
EXPENDITURES									
Salaries and Benefits	$535,684	$654,046	$585,296	$10,517	$595,813	$102,364		$698,177	19%
Administrative	$97,193	$247,330	$247,330	$25,450	$272,780	$60,000		$332,780	35%
Transfers to Own Funds	$36,570		$106,121	($106,121)					(100%)
Purchased Goods	$5,474	$6,634	$6,634	$297	$6,931			$6,931	4%
Purchased Services	$75,731	$94,372	$94,742	$84,658	$179,400			$179,400	89%
Total EXPENDITURES	$750,652	$1,002,382	$1,040,123	$14,801	$1,054,924	$162,364		$1,217,288	17%
REVENUE									
Financing Revenue	($108,778)	($110,074)	($253,566)	$223,121	($30,445)			($30,445)	(88%)
Reallocated Revenue	($4,279)	($110,621)	($4,500)	($112,500)	($117,000)			($117,000)	2,500%
Total REVENUE	($113,057)	($220,695)	($258,066)	$110,621	($147,445)			($147,445)	(43%)
Total HUMAN RESOURCES	**$637,595**	**$781,687**	**$782,057**	**$125,422**	**$907,479**	**$162,364**		**$1,069,843**	**37%**
TOWN CLERK'S DIVISION									
EXPENDITURES									
Salaries and Benefits	$1,532,607	$1,852,182	$1,954,087	$82,197	$2,036,284	$73,506		$2,109,790	8%
Administrative	$27,325	$44,697	$44,697	$863	$45,560	$4,779		$50,340	13%
Financial	$11,446	$29,650	$40,428	($1,331)	$39,097			$39,097	(3%)
Transfers to Own Funds	$24,614	$36,588	$36,588	$4,790	$41,378	$3,664		$45,042	23%
Purchased Goods	$15,092	$27,751	$22,903	$1,978	$24,881			$24,881	9%
Purchased Services	$393,441	$392,529	$377,581	($9,258)	$368,323	($2,900)		$365,424	(3%)
Reallocated Expenses	$36,740	$32,785	$32,785		$32,785			$32,785	
Total EXPENDITURES	$2,041,265	$2,416,182	$2,509,069	$79,239	$2,588,308	$79,049		$2,667,359	6%
REVENUE									
Financing Revenue		($3,500)	($3,500)	($69,907)	($73,407)			($73,407)	1,997%
Recoveries and Donations	($13,785)	($32,905)	($32,905)	($1,845)	($34,750)			($34,750)	6%
User Fees and Service Charges	($1,443,417)	($1,519,681)	($1,529,681)	($35,501)	($1,565,182)	$17,928		($1,547,254)	1%
Total REVENUE	($1,457,202)	($1,556,086)	($1,566,086)	($107,253)	($1,673,339)	$17,928		($1,655,411)	6%
Total TOWN CLERK'S DIVISION	**$584,063**	**$860,096**	**$942,983**	**($28,014)**	**$914,969**	**$96,977**		**$1,011,948**	**7%**
TOTAL LEVY REQUIREMENTS	**$5,508,169**	**$6,595,005**	**$7,138,324**	**$213,994**	**$7,352,318**	**$472,465**		**$7,824,784**	**10%**

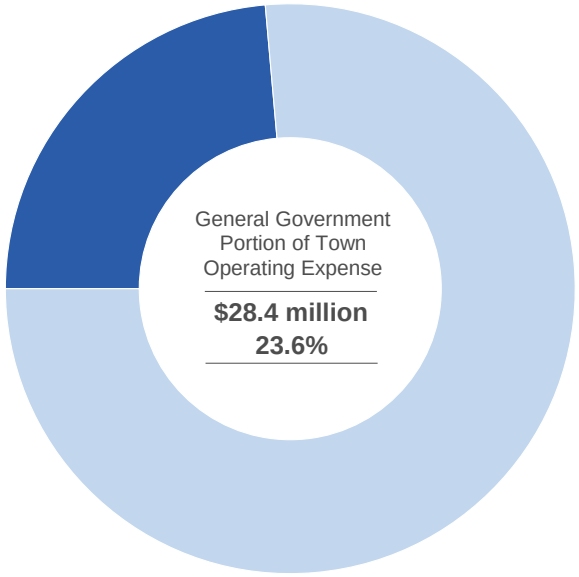
GENERAL GOVERNMENT

2017 Town of Milton Approved Capital and Operating Budget

7

General Government

The General Government budget provides funding for corporate expenditures. This includes debenture principal and interest payments, annual transfer of funding to the capital fund, transfers to reserves, reserve funds and contingency. Collection of general Town revenues such as investment income, penalties and interest on taxes, capital surcharge, interest from Hydro and the levy for funding the Milton District Hospital expansion are also included in this budget.



Milton District Hospital Expansion

Milton's growth over the last 15 years has seen a large increase in residential development and population giving rise to the need for expanded services. The Province of Ontario recognized the need for expanded health care services in August 2011 with the announcement of the expansion to the Milton District Hospital. Although considered a provincial service, the Province requires a local contribution to invest in hospitals. Milton Council had been proactive in their recognition of this requirement and established a 1% dedicated tax levy and reserve fund to help provide the local share of funding.

Through CORS-073-13, Council formally committed a maximum of $35 million to Halton Healthcare Services (HHS) for the redevelopment of the Milton District Hospital. The expansion to add 330,000 square feet of patient centred space with 50% more inpatient beds is well underway and is anticipated to be complete in 2017, at which time, payment to HHS will be required. The Town has established a local share agreement with HHS to ensure the Town's funds are used for the capital costs associated with the hospital expansion as well as to provide the framework for the transfer of funds.

The 2017 capital budget includes a capital project for the transfer of these funds and is funded following the recommendations presented through CORS-070-16. The operating budget continues to include the dedicated tax levy for the hospital expansion as well as the ongoing annual transfer from the Slot Reserve Fund of $0.35 million. It also includes the annual debt payment required for the $15 million of tax supported debt issued in 2015 to take advantage of historically low interest rates. It is anticipated the dedicated tax levy will be required until the retirement of the debt in 2045.

Capital Budget Details

Description	Page	Expenditures	Revenue	Reserves / Res. Funds	Development Charges	Capital Provision	Grants / Subsidies	Debentures	Recoveries / Donations
Hospital									
Hospital									
C950000 Hospital Expansion	121	35,114,975		19,784,975				15,330,000	
Total Hospital		35,114,975		19,784,975				15,330,000	
Total Hospital		**35,114,975**		**19,784,975**				**15,330,000**	

Capital Budget Details

Hospital Expansion

Project	C950000
Department	Hospital
Service / Program	Hospital
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	YES

Description

In June 2010, Council made a commitment to Halton Healthcare Services towards the local share contribution for the expansion of the Milton District Hospital. The construction of the hospital expansion is well underway and expected to be substantially complete in 2017. The local share agreement between the Town and Halton Healthcare Services outlines the terms of the payment.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	Expansion of the hospital is required to meet the demand for healthcare services in a growing community.
Service Enhancement	0	
Project Tied to Another Jurisdiction	5	Halton Heathcare Services has begun construction of the hospital expansion.

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	35,114,975	35,114,975				
Transfers						
Expenditures Total	**35,114,975**	**35,114,975**				
Funding						
Reserves / Res. Funds	19,784,975	19,784,975				
Debentures	15,330,000	15,330,000				
Funding Total	**35,114,975**	**35,114,975**				

Operating Budget Details

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
GENERAL GOVERNMENT									
EXPENDITURES									
Salaries and Benefits	$43,004								
Administrative	$191,763	$701,000	$221,000	$88,000	$309,000			$309,000	40%
Financial	$4,145,574	$4,935,739	$4,963,189	$2,017,790	$6,980,979			$6,980,979	41%
Transfers to Own Funds	$19,414,944	$19,261,323	$18,884,814	($439,011)	$18,445,803	$2,591,180		$21,036,983	11%
Purchased Goods	$25,993								
Purchased Services	$502,617	$76,485	$77,278	($8,797)	$68,481			$68,481	(11%)
Fleet Expenses	$47,318								
Reallocated Expenses	$7,081								
Total EXPENDITURES	$24,378,294	$24,974,547	$24,146,281	$1,657,982	$25,804,263	$2,591,180		$28,395,443	18%
REVENUE									
External Revenue Transferred to Reserves and Reserve Funds	($10,816,638)	($11,726,577)	($11,726,577)	$699,984	($11,026,593)	($1,682,623)		($12,709,216)	8%
Financing Revenue	($3,973,128)	($4,214,291)	($4,415,294)	($1,890,843)	($6,306,137)			($6,306,137)	43%
Taxation	($2,646,080)	($2,563,259)	($2,497,953)	($94,371)	($2,592,324)	$125,000		($2,467,324)	(1%)
Payments In Lieu	($642,571)	($672,121)	($653,551)	($24,683)	($678,234)	$2,185		($676,049)	3%
Recoveries and Donations	($373,157)								
User Fees and Service Charges	($2,431,658)	($2,199,863)	($2,168,957)	$2,705	($2,166,252)	($314,805)		($2,481,057)	14%
Reallocated Revenue	($1,160,299)	($1,415,393)	($1,309,272)	($259,265)	($1,568,537)	($89,125)		($1,657,662)	27%
Total REVENUE	($22,043,531)	($22,791,504)	($22,771,604)	($1,566,473)	($24,338,077)	($1,959,368)		($26,297,445)	15%
Total GENERAL GOVERNMENT	**$2,334,764**	**$2,183,083**	**$1,374,677**	**$91,509**	**$1,466,186**	**$631,812**		**$2,097,998**	**53%**
TOTAL LEVY REQUIREMENTS	**$2,334,764**	**$2,183,083**	**$1,374,677**	**$91,509**	**$1,466,186**	**$631,812**		**$2,097,998**	**53%**

Operating Budget Details

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
HOSPITAL EXPANSION									
EXPENDITURES									
Financial	$506,755	$777,726	$777,726	$183,960	$961,686			$961,686	24%
Transfers to Own Funds	$320,748	$323,871	$323,871		$323,871	$6,128		$329,999	2%
Total EXPENDITURES	$827,503	$1,101,597	$1,101,597	$183,960	$1,285,557	$6,128		$1,291,685	17%
REVENUE									
Financing Revenue	($505,005)	($775,226)	($775,226)	($183,960)	($959,186)			($959,186)	24%
Taxation	($7,011)	($3,500)	($3,500)		($3,500)			($3,500)	
Payments In Lieu	($1,861)								
Total REVENUE	($513,877)	($778,726)	($778,726)	($183,960)	($962,686)			($962,686)	24%
Total HOSPITAL EXPANSION	**$313,626**	**$322,871**	**$322,871**		**$322,871**	**$6,128**		**$328,999**	**2%**
TOTAL LEVY REQUIREMENTS	**$313,626**	**$322,871**	**$322,871**		**$322,871**	**$6,128**		**$328,999**	**2%**

ENGINEERING SERVICES

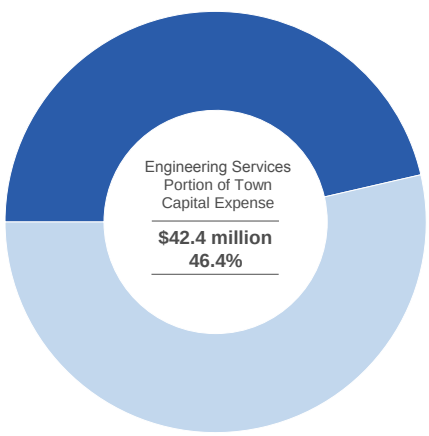
2017 Town of Milton Approved Capital and Operating Budget

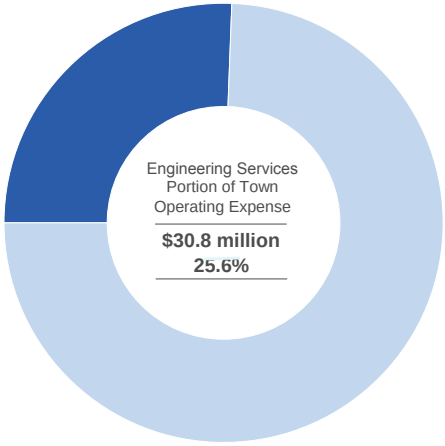
8

Department Overview

Engineering Services

The Engineering Services Department oversees maintenance activities for roadways and parks, infrastructure management including roadway and bridge construction, traffic control, transit, and development engineering review and approval.





Operations

- Maintenance of Town roads, parks, and sports fields, including winter control operations.
- Urban and rural forestry.
- Repair / maintenance of the Town's vehicles and equipment.

Transit

- Operation of the Town's Conventional and Paratransit (accessible) services.

Infrastructure Management

- Compiling and analyzing traffic data.
- Addressing speeding concerns through traffic calming initiatives.
- Streetlight/traffic signal timing and maintenance.
- Active transportation programs.
- Design / construction of roadways, bridges and storm infrastructure.
- Environmental assessments.
- Crossing guards.

Development Engineering

- Review and approval of engineering drawings and reports for all new residential developments.
- Inspection of all subdivision and site plan municipal services.
- Establishment and enforcement of engineering design standards.

Capital Budget Details

Description	Page	Expenditures	Revenue	Reserves / Res. Funds	Development Charges	Capital Provision	Grants / Subsidies	Debentures	Recoveries / Donations
Engineering Services									
Eng Serv Administration									
C300110 Development Eng & Parks Standards Manual	130	61,050			61,050				
Total Eng Serv Administration		61,050			61,050				
Urban Roads Redevelopment									
C330108 Bronte Street (Main St to Steeles Ave)	131	1,461,342		321,495	1,139,847				
C330137 Wheelabrator Way - Including Culvert Replacement	133	1,698,327		928,327				770,000	
C330139 Yates Dr. (Bennett to Thompson)	135	60,255		60,255					
C339000 Asphalt Overlay Program	137	2,778,048			277,804		2,500,244		
Total Urban Roads Redevelopment		5,997,972		1,310,077	1,417,651		2,500,244	770,000	
Urban Roads Growth									
C340012 Main St (Scott Blvd (incl.CNR Crossing) to Bronte St)	139	3,052,500		305,250	2,747,250				
C340021 Thompson Road (Britannia Rd to Louis St Laurent)	141	1,196,810		119,681	1,077,129				
C340039 Louis St Laurent (RR25 to Yates Drive)	143	6,758,925			6,758,925				
C340050 Main Street (James Snow Pkwy to 5th Line)	145	6,509,410			6,509,410				
Total Urban Roads Growth		17,517,645		424,931	17,092,714				
Rural Roads Redevelopment									
C350003 Lower Base Line (5th Ln to 4th Ln)	147	111,750		100,575	11,175				
C350005 Appleby Line	149	114,294		102,865	11,429				
C350008 Surface Treatment Program	151	980,706		908,804					71,902
C350128 Expanded Asphalt Program	153	2,233,900		1,333,900			400,000		500,000
Total Rural Roads Redevelopment		3,440,650		2,446,144	22,604		400,000		571,902
Active Transportation Redevelopment									
C370102 Downtown Pedestrian Walkways	155	67,120		67,120					
C370103 Holgate Crescent Sidewalk	157	115,960		115,960					
Total Active Transportation Redevelopment		183,080		183,080					
Active Transportation Growth									
C381001 Boyne Limestone Trails in Greenlands System (West, Tremaine Road to 16 Mile Creek)	159	304,793	15,240		274,314	15,239			
Total Active Transportation Growth		304,793	15,240		274,314	15,239			
Bridges/Culverts									
C390112 Bridge/Culvert Rehab Needs	161	564,247		564,247					
C390117 Fifth Line Bridge - 1.9 km South of Britannia (Structure No. 26)	163	213,297		213,297					
C390119 Fourth Line Bridge - 2.9 km South of Derry Rd (Structure No. 64)	165	72,169		72,169					
C390120 First Line Nassagaweya Bridge - North of 25 SR (Structure No. 61)	167	72,169		72,169					
C390125 Carriage Square Pedestrian Bridge	169	204,611	24,611					180,000	
Total Bridges/Culverts		1,126,493	24,611	921,882				180,000	
Storm Water Mgmt Rehabilitation									
C430001 Stormwater Pond Maintenance	172	2,114,260	37,089	679,357			1,397,814		
C430002 Storm Sewer Network Study	174	232,717		76,531			156,186		
Total Storm Water Mgmt Rehabilitation		2,346,977	37,089	755,888			1,554,000		
Storm Water Mgmt Growth									
C440106 Stormwater Mgmt - Boyne	176	114,576			114,576				
C440107 Stormwater Mgmt - Derry Green (BP2)	177	114,576			114,576				
Total Storm Water Mgmt Growth		229,152			229,152				
Traffic									
C400100 Railway Crossing Upgrades	178	52,908		52,908					
C400102 Traffic Infrastructure	179	145,121		145,121					
C400110 Traffic Safety Services Review	180	53,875	53,875						
C400113 New Traffic Signals	181	286,720	28,672		258,048				
C400114 Preemption Traffic Control System	182	35,060	3,506		31,554				
Total Traffic		573,684	86,053	198,029	289,602				
Streetlighting									
C410100 Rural Street Lighting	183	56,463		56,463					
C410200 Street Light/Pole/Underground Power Renewal	184	82,900		82,900					

Capital Budget Details

Description	Page	Expenditures	Revenue	Reserves / Res. Funds	Development Charges	Capital Provision	Grants / Subsidies	Debentures	Recoveries / Donations
C410201 Street Light LED Replacement	185	5,133,677						5,133,677	
Total Streetlighting		5,273,040		139,363				5,133,677	
Fleet Equipment Replacement									
C450111 Ice Resurfacer - Replacement	186	76,697		76,697					
C450117 1 Ton Crew Dump Truck	187	122,510		122,510					
C450121 Tandem Axle Trucks	188	1,033,780		1,033,780					
C450123 Landscape Trailer	189	9,522		9,522					
C450126 Gradalls, Back Hoes and Attachments	190	321,632		321,632					
C450128 Zero Turning Radius Mowers	191	44,872		44,872					
C450137 Trackless Front Mower Deck	192	12,235		12,235					
C450148 Enforcement Vehicles	193	99,837		99,837					
C450155 Sweepers/Flushers	194	328,754		328,754					
Total Fleet Equipment Replacement		2,049,839		2,049,839					
Fleet Equipment Growth									
C460101 1 Ton Dump Trucks - Growth	195	161,030	4,046		152,938	4,046			
C460104 Tractors, Loaders & Back Hoes - Growth	196	6,105	305		5,495	305			
C460105 Trailers/Water Tanks - Growth	197	77,330			77,330				
C460128 Gator Utility Vehicle - Growth	198	32,051			32,051				
C460134 3/4 Ton Pick-Up - Growth	199	60,516			60,516				
C460137 Trackless Attachments - Winter	200	9,158	458		8,242	458			
C460140 Trackless Attachments - Other	201	15,263			15,263				
C460141 General Mowers and Attachments-Growth	202	61,050			61,050				
C460143 Diesel Emission Fluid System	203	44,114	44,114						
Total Fleet Equipment Growth		466,617	48,923		412,885	4,809			
Park Preservation									
C470001 Park Improvements	204	62,068		62,068					
C470004 Pioneer Cemetery	205	43,142		43,142					
C470005 Mill Pond Maintenance Ramp	206	46,805		46,805					
Total Park Preservation		152,015		152,015					
Forestry									
C330134 EAB Implementation Strategy	207	1,320,145		1,320,145					
Total Forestry		1,320,145		1,320,145					
Transit									
C550104 Transit Bus Pads	208	24,800	1,240		22,320	1,240			
C550106 Automatic Vehicle Location	209	109,819	55,855				53,964		
Total Transit		134,619	57,095		22,320	1,240	53,964		
Transit Fleet Replacement									
C560121 Transit Support Vehicles - Replacement	210	57,523		57,523					
Total Transit Fleet Replacement		57,523		57,523					
Transit Fleet Growth									
C570101 Transit Bus	211	1,120,591	7,159		74,890	487,884	550,658		
C570108 Transit Support Vehicles	213	63,193			63,193				
Total Transit Fleet Growth		1,183,784	7,159		138,083	487,884	550,658		
Total Engineering Services		**42,419,078**	**276,170**	**9,958,916**	**19,960,375**	**509,172**	**5,058,866**	**6,083,677**	**571,902**
2018 Equipment Pre-Approvals									
Fleet Equipment Replacement									
C450117 1 Ton Crew Dump Truck	187	284,900		284,900					
C450121 Tandem Axle Trucks	188	353,714	68,814	284,900					
C450155 Sweepers/Flushers	194	328,754		328,754					
Total 2018 Equipment Replacement Pre-Approvals		967,368	68,814	898,554					
Total 2018 Town Capital Budget Pre-Approvals		**967,368**	**68,814**	**898,554**					

Capital Budget Details

Development Eng & Parks Standards Manual

Project	C300110
Department	Engineering Services
Service / Program	Eng Serv Administration
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

This project is an update of the Engineering and Parks Development Standards Manual for guidance related to infrastructure projects and developments.

Priority

Category	Priority	Comment
Health and Safety Issues	2	Update standards to ensure safety within the municipality.
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	Provide staff with updated standards to meet growth needs.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	240,000	60,000			60,000	120,000
Transfers	4,200	1,050			1,050	2,100
Expenditures Total	**244,200**	**61,050**			**61,050**	**122,100**
Funding						
Development Charges	244,200	61,050			61,050	122,100
Funding Total	**244,200**	**61,050**			**61,050**	**122,100**

Capital Budget Details

Bronte Street (Main St to Steeles Ave)

Project	C330108
Department	Engineering Services
Service / Program	Urban Roads Redevelopment
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Bronte Street, between Main Street and Steeles Avenue, has been identified as a "Now" need in The State of the Infrastructure-Roads 2014 Study. According to the study, this segment of Bronte requires reconstruction as well as widening due to standard cross-section needs. To accommodate the widening, land purchases will occur in 2017 with reconstruction to follow in 2018.

Priority

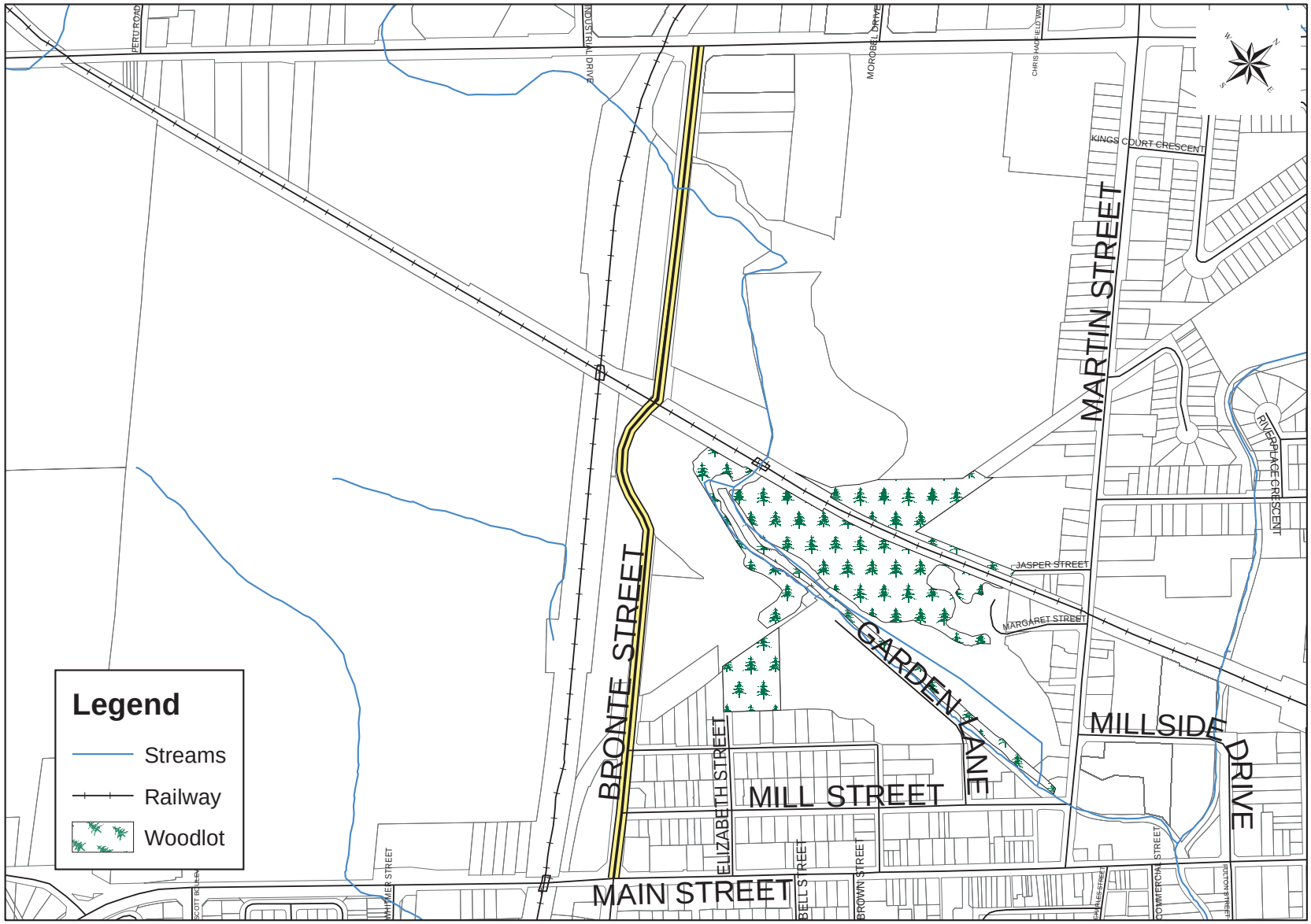
Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	4	Rated as a "Now" need in 2014.
Growth Related Need	4	Increased capacity required due to development.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	514,100		514,100			
Professional Fees	485,000	60,000	425,000			
Land & Buildings	1,366,380	1,366,380				
Utilities	800,000		800,000			
Road Contracts	4,905,000		4,905,000			
Landscaping	67,750		67,750			
Transfers	212,419	34,962	177,457			
Expenditures Total	**8,350,649**	**1,461,342**	**6,889,307**			
Funding						
Revenue	222,286		222,286			
Reserves / Res. Funds	1,471,495	321,495	1,150,000			
Development Charges	6,005,118	1,139,847	4,865,271			
Recoveries / Donations	651,750		651,750			
Funding Total	**8,350,649**	**1,461,342**	**6,889,307**			

Capital Budget Details

Bronte Street (Main Street to Steeles Avenue)



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Capital Budget Details

Wheelabrator Way - Including Culvert Replacement

Project	C330137
Department	Engineering Services
Service / Program	Urban Roads Redevelopment
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

The Wheelabrator Way culvert was identified as a priority for replacement in the 2014 Bridge Needs Study. This project includes culvert replacement, road rehabilitation, and guide rail replacement. The intent is to maintain the existing pavement width and to work within the existing property limits. Design was included in the 2016 capital budget with reconstruction in 2017.

Priority

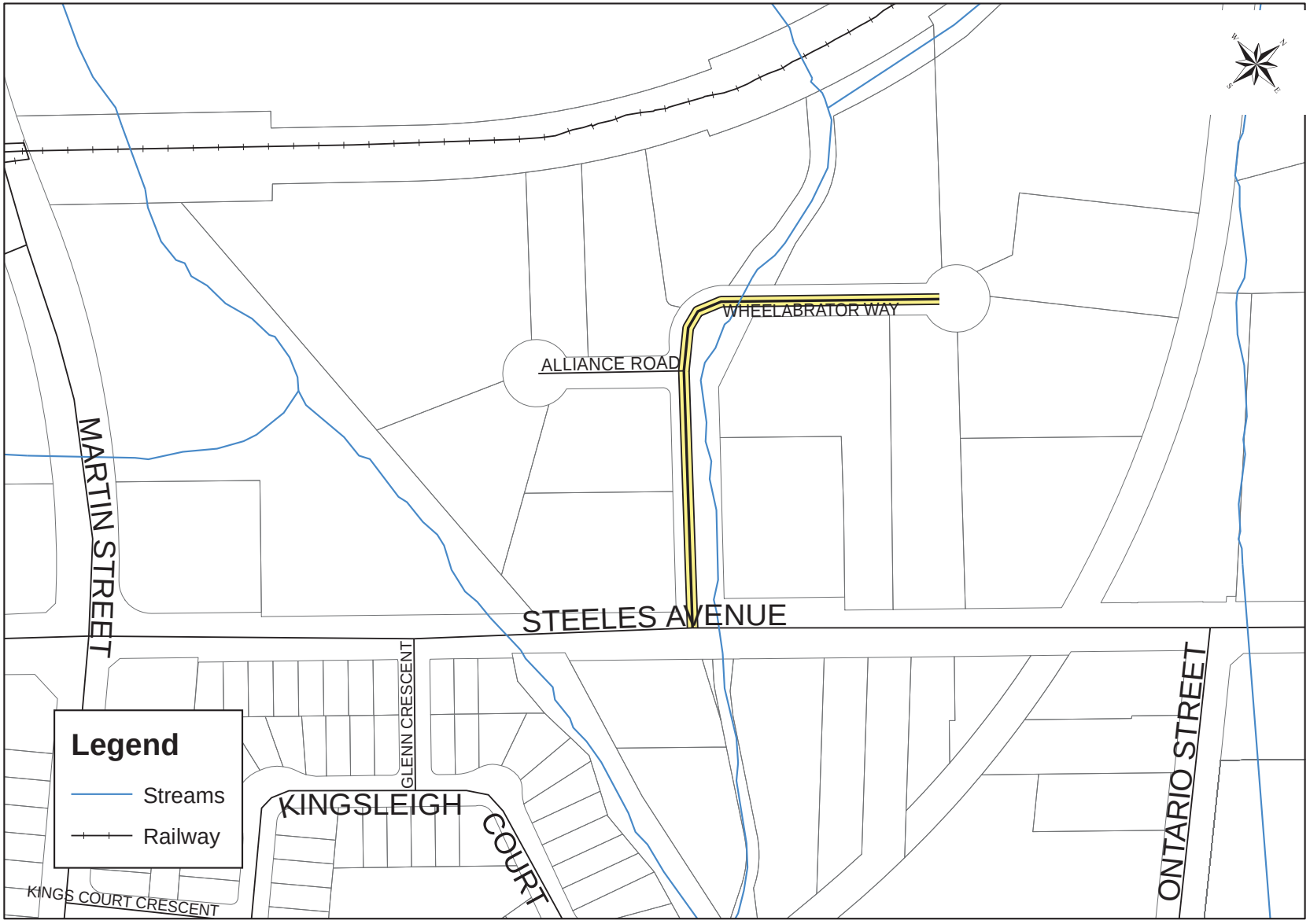
Category	Priority	Comment
Health and Safety Issues	4	Improvements to bank stabilization and enhanced road safety through culvert and guide rail replacement.
Cost Savings / Payback	0	
State of Good Repair	5	The road is sub standard and the culvert was identified as a top priority for replacement in the 2014 Bridge Needs Study.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	129,375	129,375				
Professional Fees	68,000	68,000				
Road Contracts	1,457,000	1,457,000				
Transfers	43,952	43,952				
Expenditures Total	**1,698,327**	**1,698,327**				
Funding						
Reserves / Res. Funds	928,327	928,327				
Debentures	770,000	770,000				
Funding Total	**1,698,327**	**1,698,327**				

Capital Budget Details

Wheelabrator Way - Including Culvert Replacement



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Capital Budget Details

Yates Dr. (Bennett to Thompson)

Project	C330139
Department	Engineering Services
Service / Program	Urban Roads Redevelopment
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Yates Drive was initially included in the 2015 asphalt overlay program but the results of the geotechnical investigation indicated that asphalt overlay was not sufficient. Detailed design is scheduled for 2017 with reconstruction, consisting of a granular base, sub drains, curb replacement as needed and an asphalt surface, scheduled for 2018.

Priority

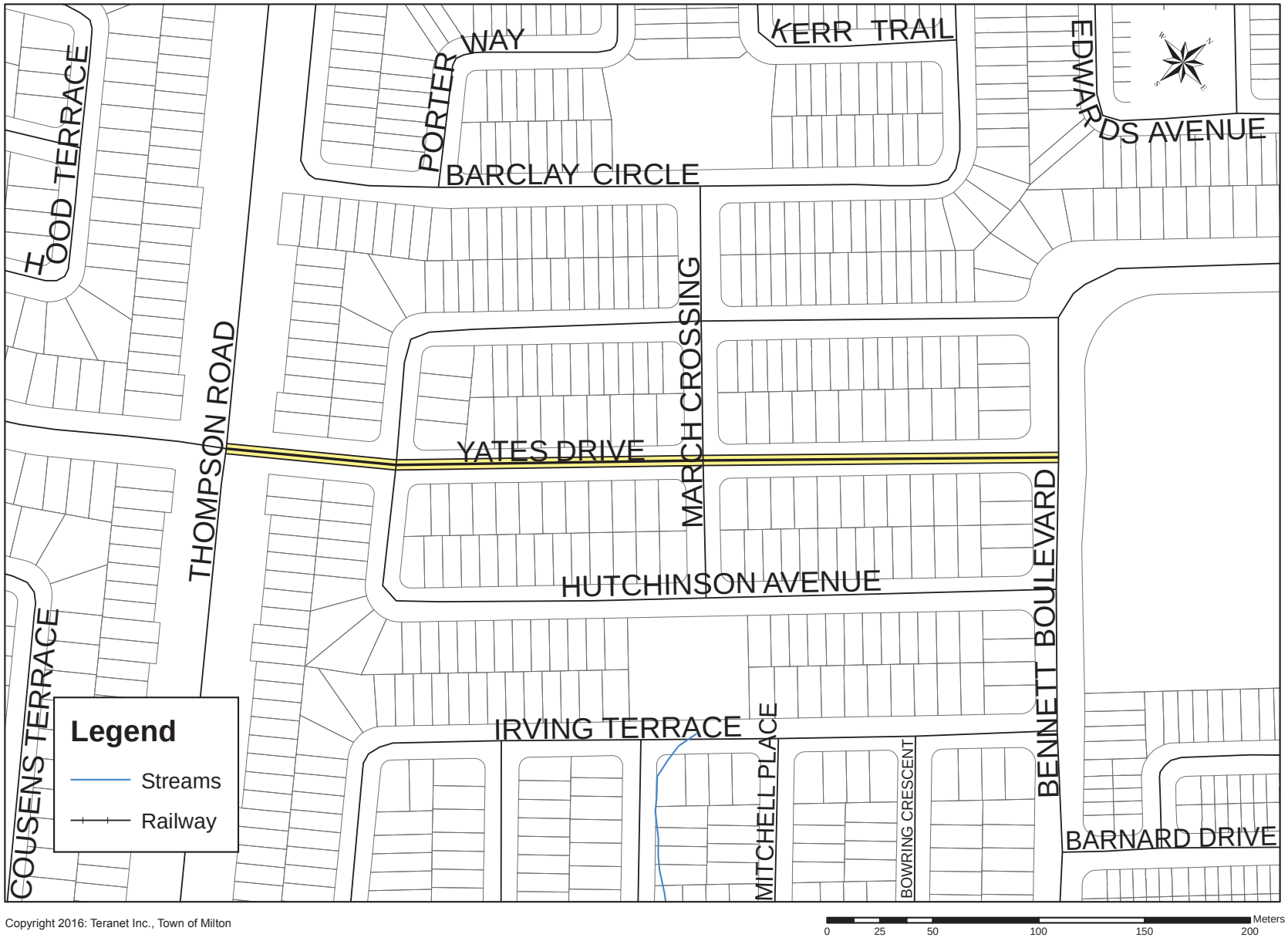
Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	4	The road condition is sub standard and requires reconstruction.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	65,054	16,281	48,773			
Professional Fees	96,236	27,936	68,300			
Utilities	20,352		20,352			
Road Contracts	399,084		399,084			
Transfers	66,131	16,038	50,093			
Expenditures Total	**646,857**	**60,255**	**586,602**			
Funding						
Revenue	186,602		186,602			
Reserves / Res. Funds	460,255	60,255	400,000			
Funding Total	**646,857**	**60,255**	**586,602**			

Capital Budget Details

Yates Drive (Thompson Road to Bennett Boulevard)



Capital Budget Details

Asphalt Overlay Program

Project	C339000
Department	Engineering Services
Service / Program	Urban Roads Redevelopment
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This annual program is required to rehabilitate the asphalt surface on roads before they deteriorate to the point where major reconstruction is required. The identification of roads is dictated by the 2014 State of the Infrastructure-Roads Study. Potential road segments may include Commercial Street, Hemlock Drive, McNabb Crescent, Parkway Drive, Thomas Street, Wilson Drive, Market Drive, Laurier Avenue and Valleyview Crescent. Final determination of the program is subject to change based on the results of a feasibility study and geotechnical investigation, as well as coordination with utility agencies and the Region.

Priority

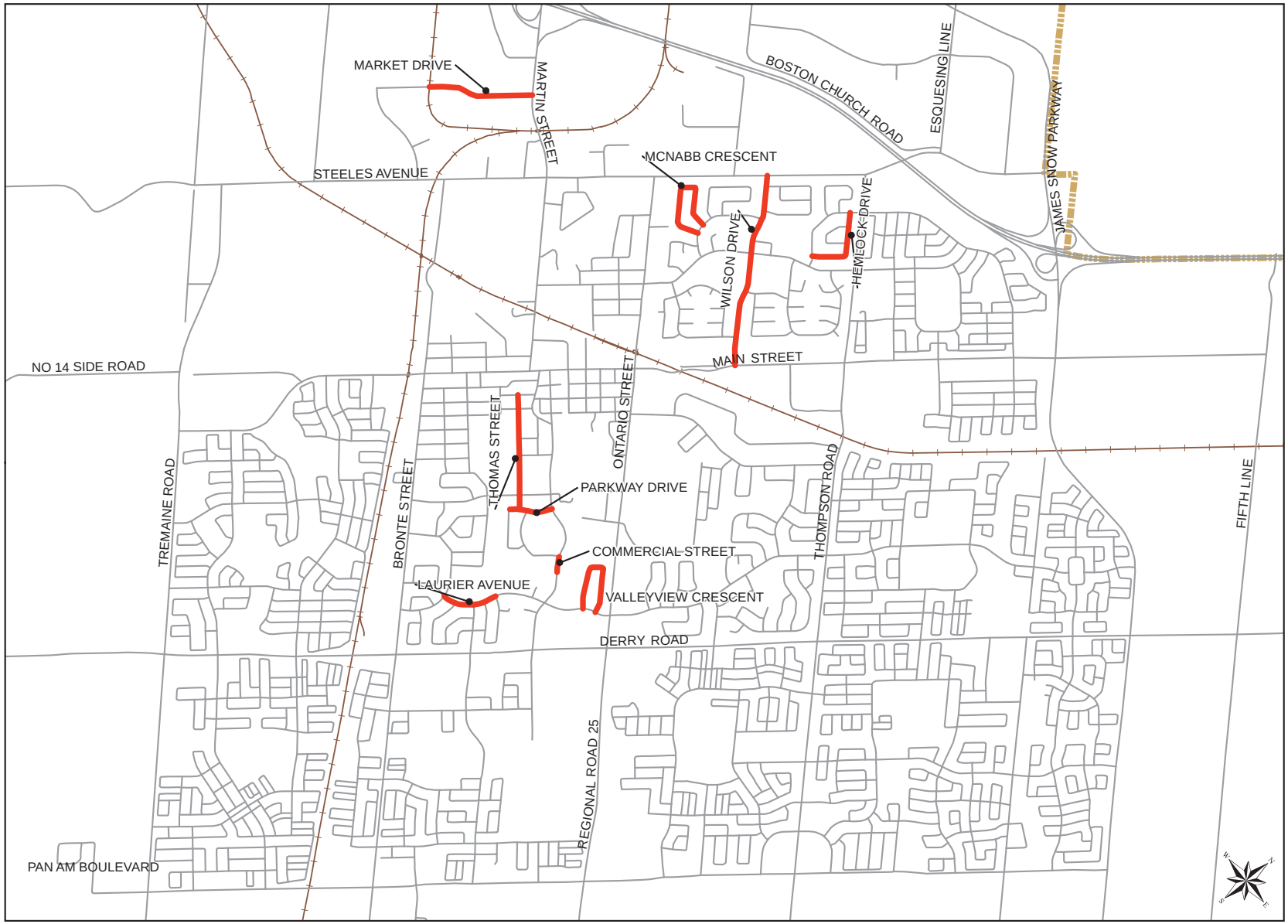
Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	5	Extending the useful life of the roadway delays costly reconstruction.
State of Good Repair	5	Provides for extension of life expectancy.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	3,873,989	292,000	263,780	290,158	1,056,464	1,971,587
Professional Fees	1,865,763	222,650	121,000	133,100	484,617	904,396
Road Contracts	36,744,250	2,156,650	2,547,050	2,801,755	10,201,188	19,037,607
Transfers	1,789,360	106,748	123,907	136,298	496,259	926,148
Expenditures Total	**44,273,362**	**2,778,048**	**3,055,737**	**3,361,311**	**12,238,528**	**22,839,738**
Funding						
Revenue	23,247,330				8,033,681	15,213,649
Reserves / Res. Funds	10,220,399	1,116,483	1,366,402		2,395,399	5,342,115
Development Charges	4,427,336	277,804	305,574	336,131	1,223,853	2,283,974
Grants / Subsidies	6,378,297	1,383,761	1,383,761	3,025,180	585,595	
Funding Total	**44,273,362**	**2,778,048**	**3,055,737**	**3,361,311**	**12,238,528**	**22,839,738**

Capital Budget Details

2017 Asphalt Overlay Program



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Capital Budget Details

Main St (Scott Blvd (incl.CNR Crossing) to Bronte St)

Project	C340012
Department	Engineering Services
Service / Program	Urban Roads Growth
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	YES

Description

This project is for the realignment of Main Street, west of Bronte Street to Tremaine Road, including new pedestrian tunnels at the CN overpass. Most of the expenditures for this project were approved in prior years, but to minimize track scheduling disruptions, CN has changed the construction of the pedestrian tunnel from an open cut to a tunnelling method. The tunnelling method will require additional funding.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	3	Extend sidewalk access to growth on the West side of Bronte Street.
Service Enhancement	0	
Project Tied to Another Jurisdiction	4	Pedestrian tunnels to be designed and constructed in conjunction with CN Railway.

Budget

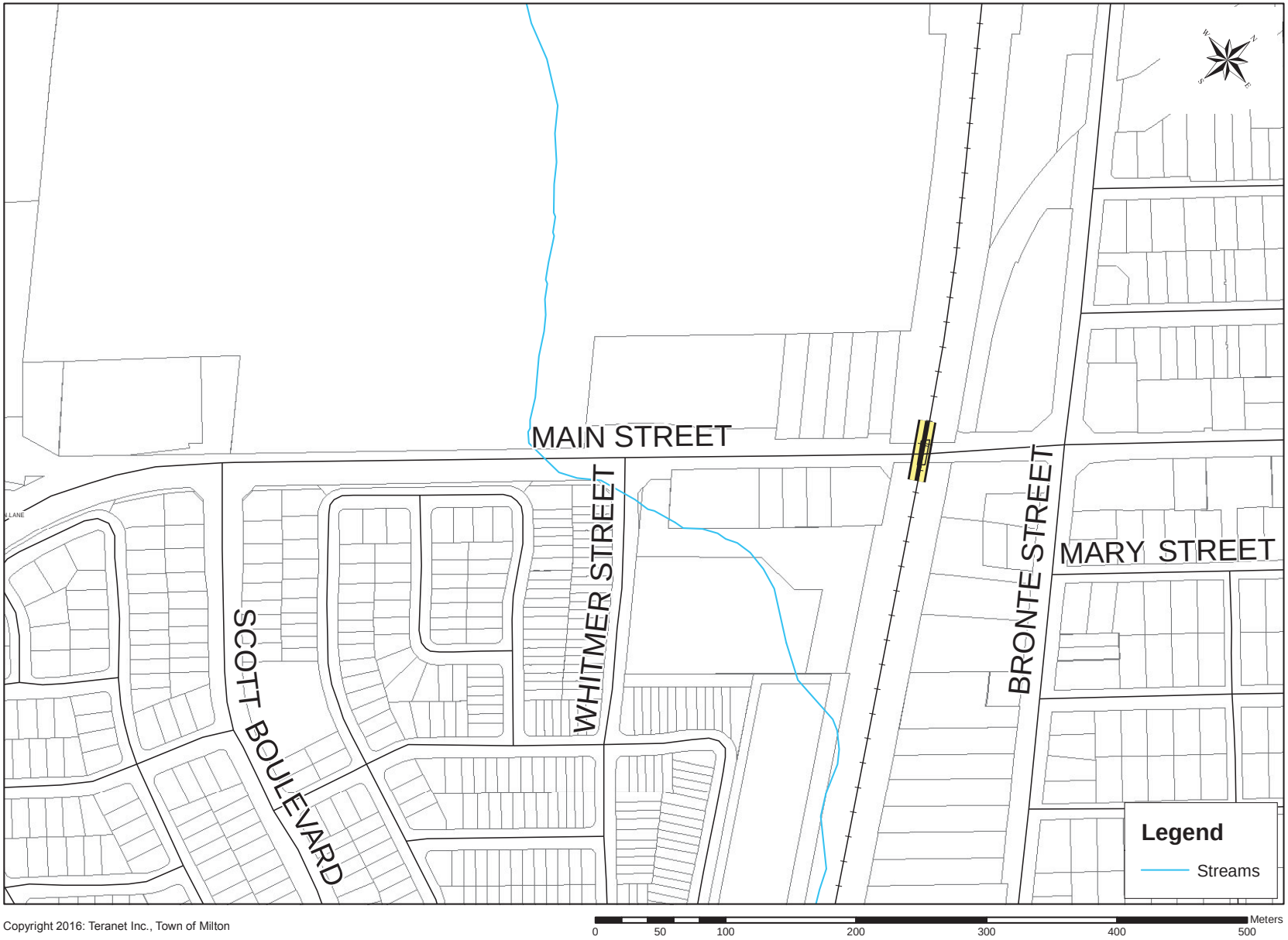
	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Road Contracts	3,000,000	3,000,000				
Transfers	52,500	52,500				
Expenditures Total	**3,052,500**	**3,052,500**				
Funding						
Reserves / Res. Funds	305,250	305,250				
Development Charges	2,747,250	2,747,250				
Funding Total	**3,052,500**	**3,052,500**				

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Salaries and Benefits	30					30	
Purchased Goods	200					200	
Purchased Services	400					400	
Reallocated Expenses	200					200	
Total Expected Expenditures	830					830	
Total Operating Impact	**830**					**830**	

Capital Budget Details

Main Street (CNR Crossing)



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Capital Budget Details

Thompson Road (Britannia Rd to Louis St Laurent)

Project	C340021
Department	Engineering Services
Service / Program	Urban Roads Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Thompson Road from Britannia Road to Louis St. Laurent Boulevard will be widened to a 4 lane cross section. Design and land purchases are to occur in 2017 with hydro relocation and construction to follow in 2018 and 2019 respectively.

Priority

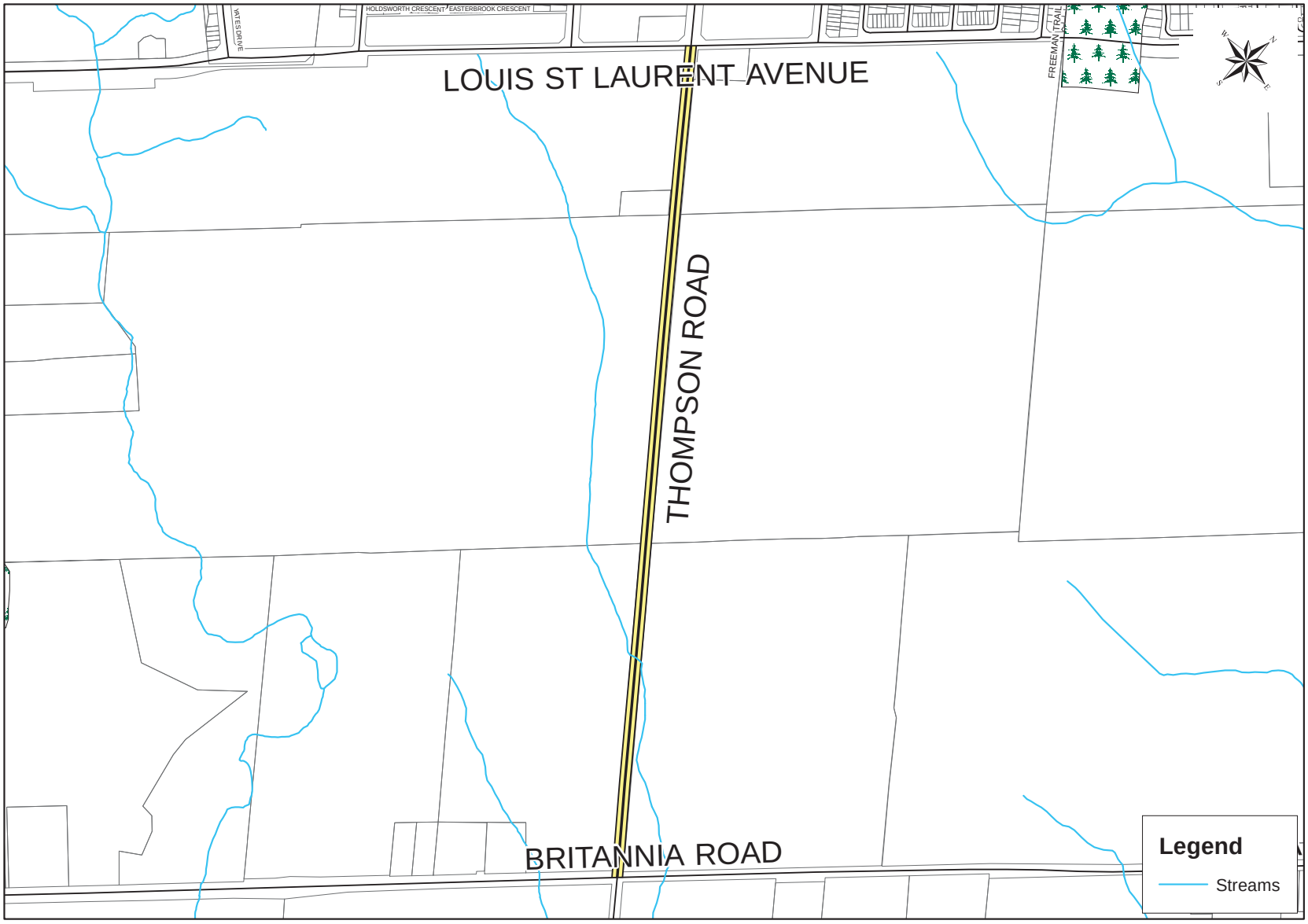
Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	Increased capacity required due to development in the Boyne Survey area.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	888,000	105,000	40,500	742,500		
Professional Fees	742,000	377,000		365,000		
Land & Buildings	650,000	650,000				
Utilities	420,000		420,000			
Road Contracts	7,391,000			7,391,000		
Transfers	261,593	64,810	15,059	181,724		
Expenditures Total	**10,352,593**	**1,196,810**	**475,559**	**8,680,224**		
Funding						
Revenue	315,578		47,556	268,022		
Reserves / Res. Funds	719,681	119,681		600,000		
Development Charges	9,317,334	1,077,129	428,003	7,812,202		
Funding Total	**10,352,593**	**1,196,810**	**475,559**	**8,680,224**		

Capital Budget Details

Thompson Road (Britannia Road to Louis St Laurent Avenue)



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Capital Budget Details

Louis St Laurent (RR25 to Yates Drive)

Project	C340039
Department	Engineering Services
Service / Program	Urban Roads Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

As described in the Town's Official Plan, Louis St. Laurent is a mid-block arterial roadway between Tremaine and James Snow Parkway, and should be constructed to a 4 lane standard to accommodate traffic from new development. Construction of the portion from RR25 to Yates Drive is scheduled during 2017. This project includes the expansion of the Sixteen Mile Creek bridge.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	Identified as a need to support the growth in the Boyne Survey secondary planning area.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

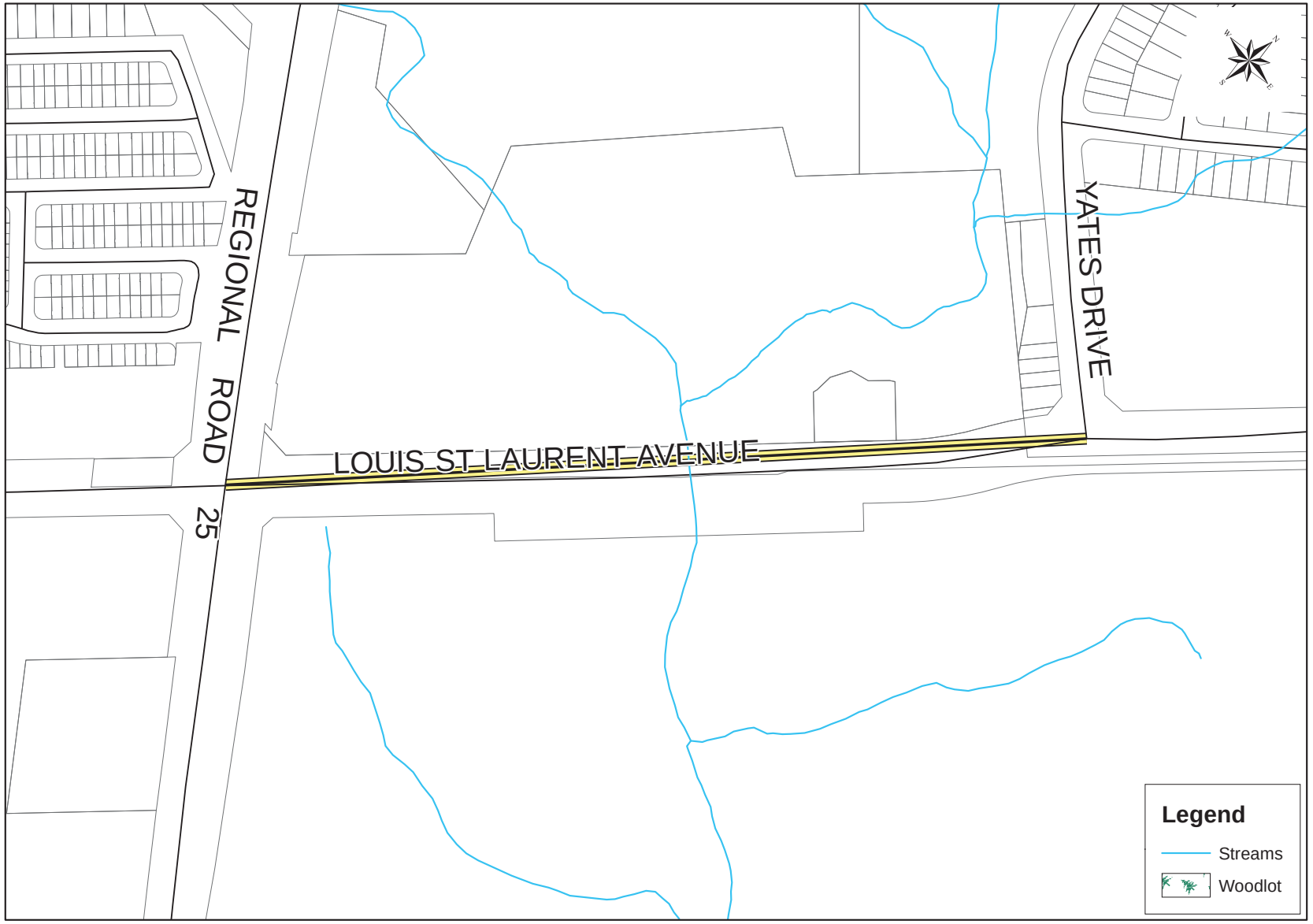
	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	569,381	569,381				
Professional Fees	350,000	350,000				
Road Contracts	5,693,813	5,693,813				
Transfers	145,731	145,731				
Expenditures Total	**6,758,925**	**6,758,925**				
Funding						
Development Charges	6,758,925	6,758,925				
Funding Total	**6,758,925**	**6,758,925**				

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	17,640			8,820		8,820	
Total Expected Expenditures	17,640			8,820		8,820	
Total Operating Impact	**17,640**			**8,820**		**8,820**	

Capital Budget Details

Louis St Laurent Avenue (Regional Road 25 to Yates Drive)



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Capital Budget Details

Main Street (James Snow Pkwy to 5th Line)

Project	C340050
Department	Engineering Services
Service / Program	Urban Roads Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Construction from a 2 lane to a 4 lane road on Main Street from James Snow Parkway to 5th Line will occur with utility relocates and land purchases in 2017, followed by construction in 2018. This expansion will provide access from existing development to the Derry Green Corporate Business Park.

Priority

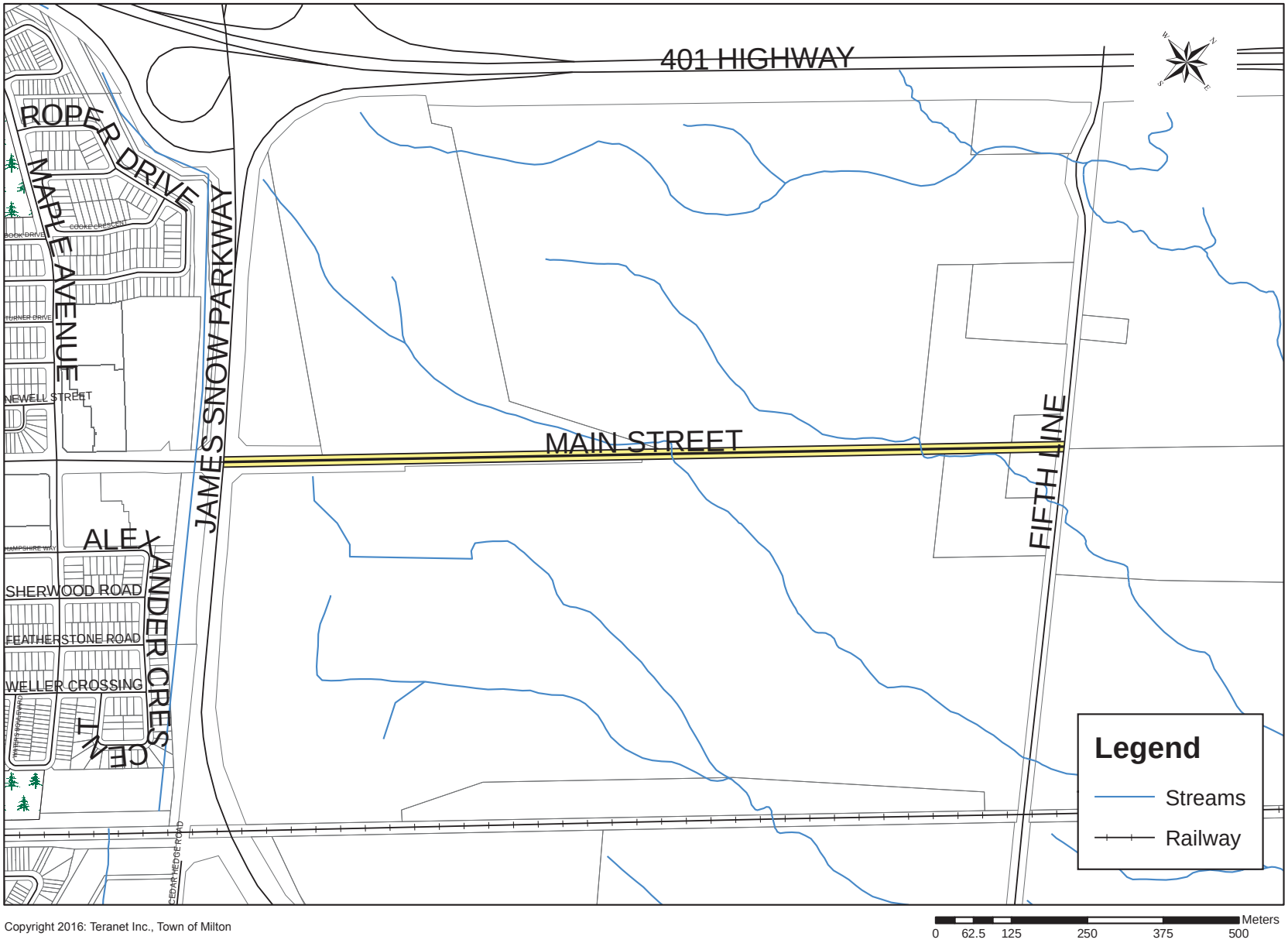
Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	To provide access to the Derry Green Corporate Business Park from existing development.
Service Enhancement	0	
Project Tied to Another Jurisdiction	4	Region of Halton will be working on the watermain in this time frame.

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	784,902		784,902			
Professional Fees	470,710	143,000	327,710			
Land & Buildings	5,920,971	5,920,971				
Utilities	44,000	44,000				
Road Contracts	4,360,796	260,000	4,100,796			
Landscaping	700		700			
Transfers	262,686	141,439	121,247			
Expenditures Total	**11,844,765**	**6,509,410**	**5,335,355**			
Funding						
Development Charges	11,844,065	6,509,410	5,334,655			
Recoveries / Donations	700		700			
Funding Total	**11,844,765**	**6,509,410**	**5,335,355**			

Capital Budget Details

Main Street (James Snow Parkway to Fifth Line)



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Capital Budget Details

Lower Base Line (5th Ln to 4th Ln)

Project	C350003
Department	Engineering Services
Service / Program	Rural Roads Redevelopment
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Lower Base Line from 5th Line to 4th Line has a variety of substandard horizontal and vertical curves causing substandard site lines and high maintenance requirements. In addition to addressing these deficiencies, bike lanes have been proposed. Design will occur in 2017, with utility relocations in 2018 and construction in 2019.

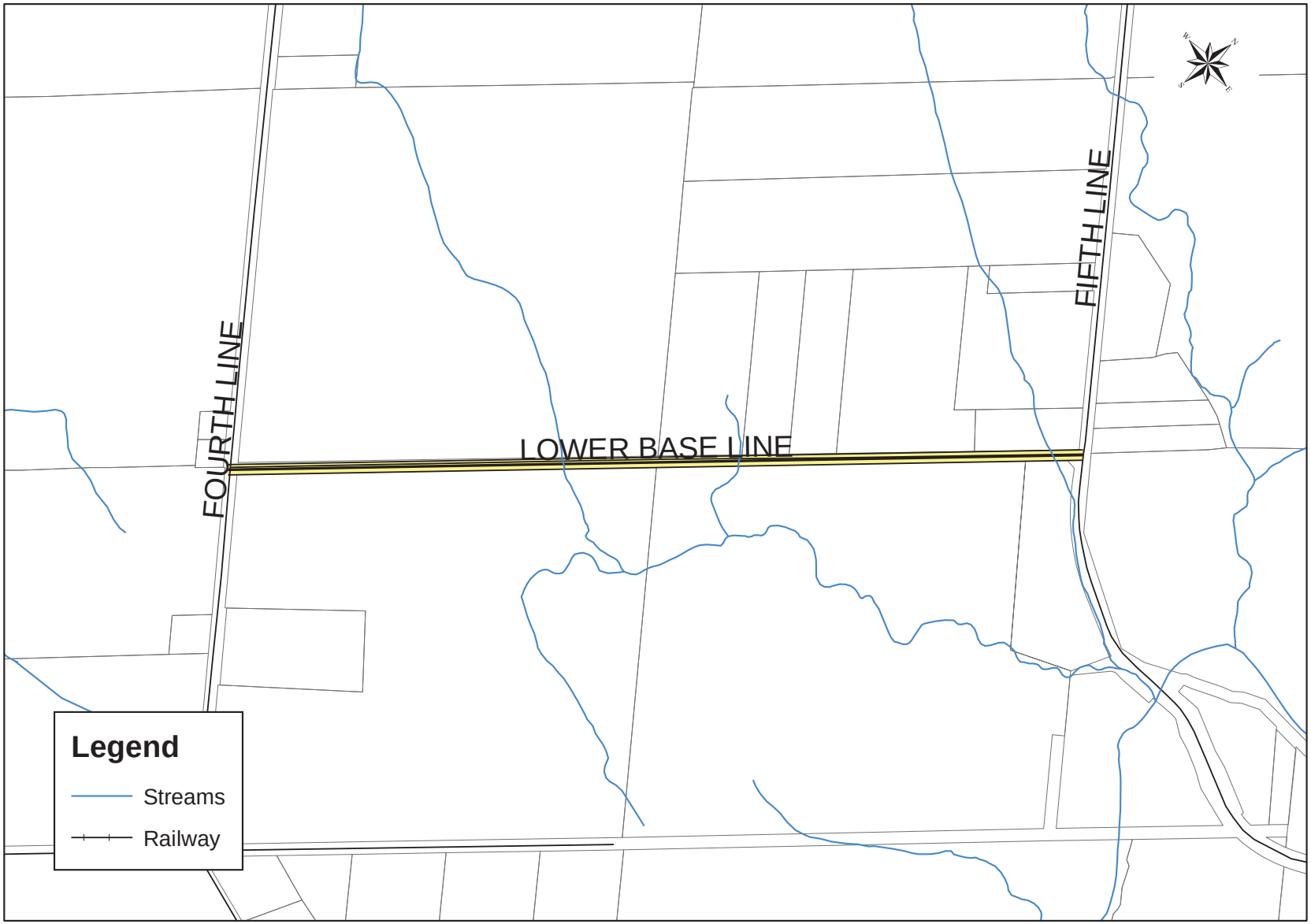
Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	5	Reconstruction due to sub standard horizontal and vertical curves,sub standard site lines and high maintenance requirements.
Growth Related Need	0	
Service Enhancement	4	As per the Environmental Assessment, provision for on street bike lanes will be accounted for.
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	60,000	10,000		50,000		
Professional Fees	170,000	90,000		80,000		
Utilities	200,000		200,000			
Road Contracts	500,000			500,000		
Transfers	46,275	11,750	8,500	26,025		
Expenditures Total	**976,275**	**111,750**	**208,500**	**656,025**		
Funding						
Revenue	778,072		187,650	590,422		
Reserves / Res. Funds	100,575	100,575				
Development Charges	97,628	11,175	20,850	65,603		
Funding Total	**976,275**	**111,750**	**208,500**	**656,025**		

Lower Base Line (Fourth Line to Fifth Line)



Capital Budget Details

Appleby Line

Project	C350005
Department	Engineering Services
Service / Program	Rural Roads Redevelopment
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Appleby Line has been rated the highest priority for reconstruction in the 2014 State of the Infrastructure - Roads Study. This project is to address deficiencies associated with the section of road between the entrance to Rattlesnake Point and Derry Road which provides access to the Niagara Escarpment. Design is scheduled for 2017 with construction in 2018.

Priority

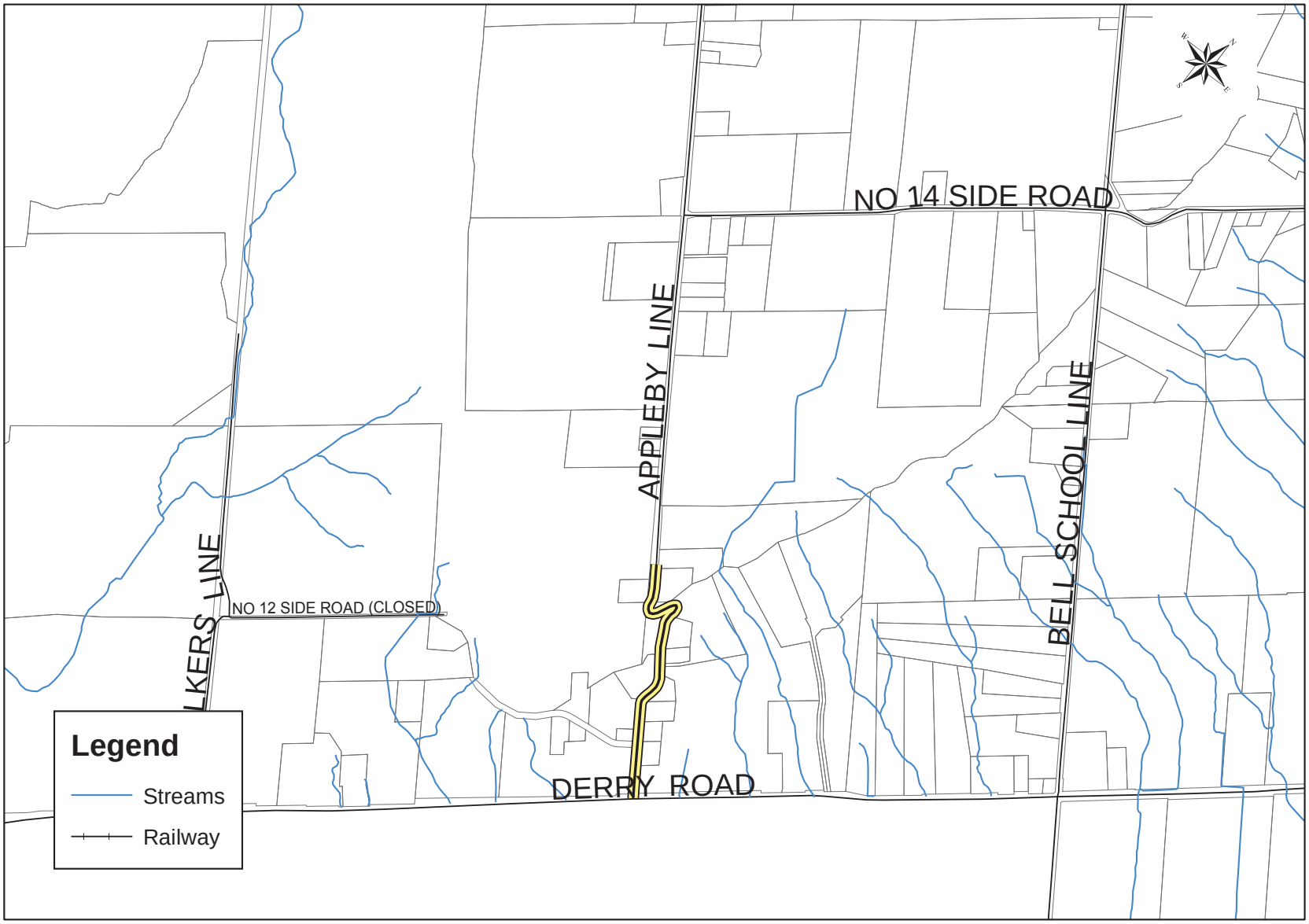
Category	Priority	Comment
Health and Safety Issues	3	Safety concerns due to deficient structural adequacy, drainage and width.
Cost Savings / Payback	0	
State of Good Repair	5	Identified as a high need in the 2014 State of the Infrastructure-Roads Study.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	50,500	12,500	38,000			
Professional Fees	125,000	90,000	35,000			
Road Contracts	384,785		384,785			
Transfers	29,805	11,794	18,011			
Expenditures Total	**590,090**	**114,294**	**475,796**			
Funding						
Revenue	428,216		428,216			
Reserves / Res. Funds	102,865	102,865				
Development Charges	59,009	11,429	47,580			
Funding Total	**590,090**	**114,294**	**475,796**			

Capital Budget Details

Appleby Line (Derry Road to Rattlesnake Point Entrance)



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Capital Budget Details

Surface Treatment Program

Project	C350008
Department	Engineering Services
Service / Program	Rural Roads Redevelopment
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This project involves the surface treatment of rural roads for 2017 including but not limited to the roads detailed on the following page. The work on Puslinch Townline will be cost shared with the Township of Puslinch.

Priority

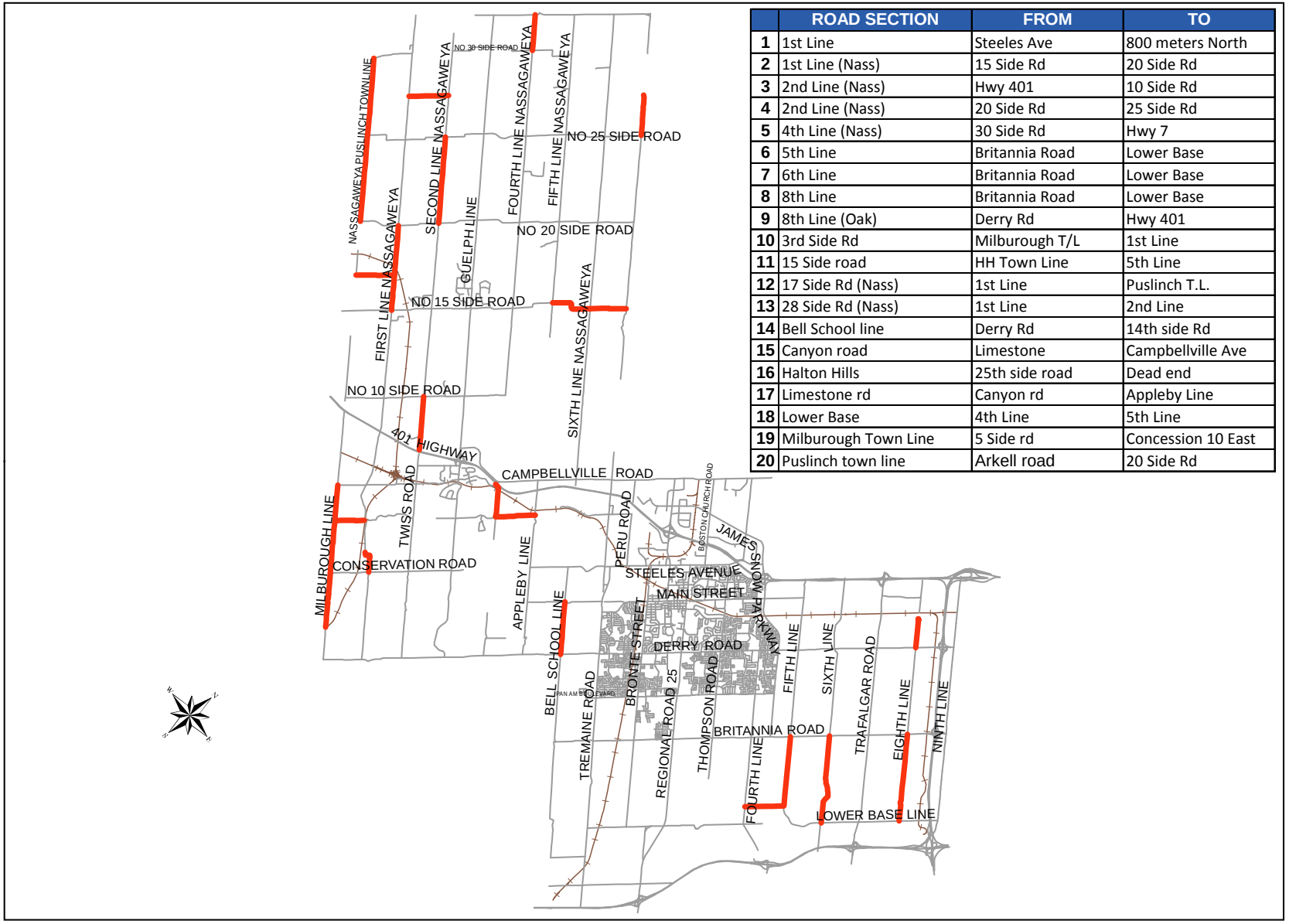
Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	2	Reduces road maintenance and delays reconstruction by extending the useful life of the road.
State of Good Repair	5	Maintains road structures and extends the useful life of the asset.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Road Contracts	7,080,334	845,341	692,777	692,777	2,078,331	2,771,108
Transfers	1,531,481	135,365	155,124	155,124	465,372	620,496
Expenditures Total	**8,611,815**	**980,706**	**847,901**	**847,901**	**2,543,703**	**3,391,604**
Funding						
Revenue	7,631,109		847,901	847,901	2,543,703	3,391,604
Reserves / Res. Funds	908,804	908,804				
Recoveries / Donations	71,902	71,902				
Funding Total	**8,611,815**	**980,706**	**847,901**	**847,901**	**2,543,703**	**3,391,604**

Capital Budget Details

Surface Treatment Program



	ROAD SECTION	FROM	TO
1	1st Line	Steeles Ave	800 meters North
2	1st Line (Nass)	15 Side Rd	20 Side Rd
3	2nd Line (Nass)	Hwy 401	10 Side Rd
4	2nd Line (Nass)	20 Side Rd	25 Side Rd
5	4th Line (Nass)	30 Side Rd	Hwy 7
6	5th Line	Britannia Road	Lower Base
7	6th Line	Britannia Road	Lower Base
8	8th Line	Britannia Road	Lower Base
9	8th Line (Oak)	Derry Rd	Hwy 401
10	3rd Side Rd	Milburough T/L	1st Line
11	15 Side road	HH Town Line	5th Line
12	17 Side Rd (Nass)	1st Line	Puslinch T.L.
13	28 Side Rd (Nass)	1st Line	2nd Line
14	Bell School line	Derry Rd	14th side Rd
15	Canyon road	Limestone	Campbellville Ave
16	Halton Hills	25th side road	Dead end
17	Limestone rd	Canyon rd	Appleby Line
18	Lower Base	4th Line	5th Line
19	Milburough Town Line	5 Side rd	Concession 10 East
20	Puslinch town line	Arkell road	20 Side Rd

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Capital Budget Details

Expanded Asphalt Program

Project	C350128
Department	Engineering Services
Service / Program	Rural Roads Redevelopment
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

The 2017 Expanded Asphalt Program includes Bell School Line (Derry to Britannia), Kelso Road (start to Tremaine) and Sixth Line (Lower Base Line to Town limits). Bell School Line is a boundary road with the City of Burlington, with approval still pending from the City of Burlington. The final program is subject to change based on the results of a feasibility study and a geotechnical investigation, as well as coordination with utility agencies and the Region. The 2017 Expanded Asphalt Program also includes preliminary design, permits, and geotechnical investigation for the 2018 program (based on approximately 6.5 km of roadway).

Priority

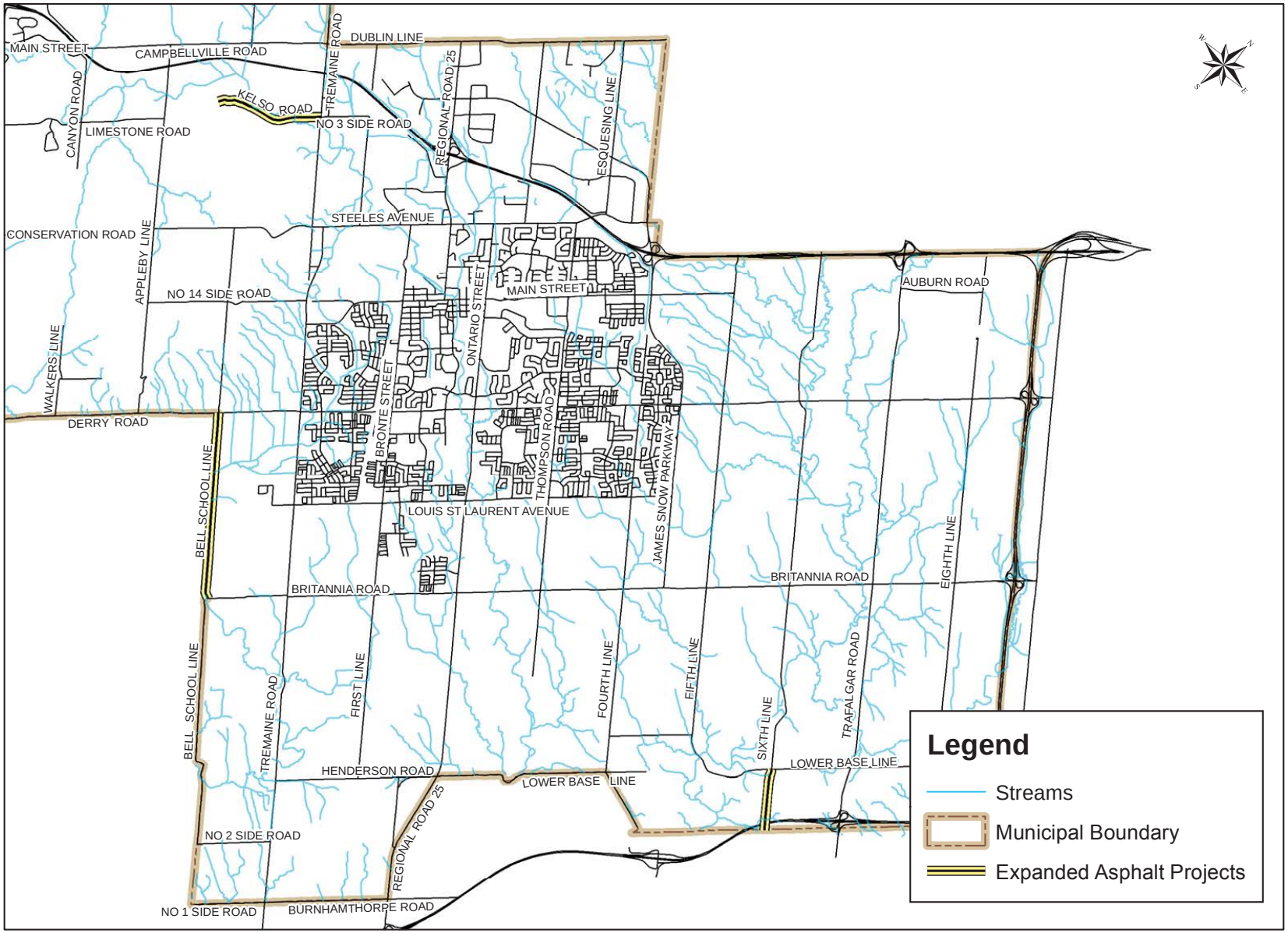
Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	5	Extending the useful life of the roadway delays costly reconstruction.
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	4	Bell School Line is a boundary road with the City of Burlington.

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	2,272,500	188,000	206,500	207,500	690,500	980,000
Professional Fees	2,969,000	270,000	277,000	285,000	889,500	1,247,500
Road Contracts	19,600,200	1,722,000	1,298,200	1,800,000	6,080,000	8,700,000
Transfers	605,981	53,900	47,180	56,369	184,300	264,232
Expenditures Total	**25,447,681**	**2,233,900**	**1,828,880**	**2,348,869**	**7,844,300**	**11,191,732**
Funding						
Revenue	11,591,663		100,000	2,348,869	2,988,784	6,154,010
Reserves / Res. Funds	13,356,018	1,733,900	1,728,880		4,855,516	5,037,722
Recoveries / Donations	500,000	500,000				
Funding Total	**25,447,681**	**2,233,900**	**1,828,880**	**2,348,869**	**7,844,300**	**11,191,732**

Capital Budget Details

2017 Expanded Asphalt Program



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Capital Budget Details

Downtown Pedestrian Walkways

Project	C370102
Department	Engineering Services
Service / Program	Active Transportation
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

The sidewalk in the Downtown Business Area located on the east side of Martin Street, north of Main Street is in a state of disrepair and needs to be replaced. For consistency with the west side of the street, patterned concrete will be used.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	5	The sidewalk is in a state of disrepair and needs to be replaced.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	7,000	7,000				
Professional Fees	7,000	7,000				
Road Contracts	50,000	50,000				
Transfers	3,120	3,120				
Expenditures Total	**67,120**	**67,120**				
Funding						
Reserves / Res. Funds	67,120	67,120				
Funding Total	**67,120**	**67,120**				

Capital Budget Details

Downtown Pedestrian Walkway

Capital Budget Details

Holgate Crescent Sidewalk

Project	C370103
Department	Engineering Services
Service / Program	Active Transportation
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

There has been a request to construct a sidewalk on Holgate Crescent to facilitate employees in the adjacent area to access amenities via a sidewalk rather than by walking on the grass or on the road.

Priority

Category	Priority	Comment
Health and Safety Issues	1	A sidewalk will make it safer for pedestrians to access nearby amenities.
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	1	This sidewalk will allow employees in the adjacent area to access amenities by walking on a path rather than on the grass.
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	11,000	11,000				
Professional Fees	13,000	13,000				
Road Contracts	88,000	88,000				
Transfers	3,960	3,960				
Expenditures Total	**115,960**	**115,960**				

Holgate Crescent Sidewalk

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Salaries and Benefits	60				30		30
Purchased Goods	400						400
Total Expected Expenditures	460				30		430
Total Operating Impact	**460**				**30**		**430**

Holgate Crescent Sidewalk

Capital Budget Details

Boyne Limestone Trails in Greenlands System (West, Tremaine Road to 16 Mile Creek)

Project	C381001
Department	Engineering Services
Service / Program	Active Transportation Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

The project includes design and construction of limestone screening trails within various 5m wide trail buffer lands adjacent to engineered channel lands in the Boyne Secondary Plan.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	Keep pace with adjacent development.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

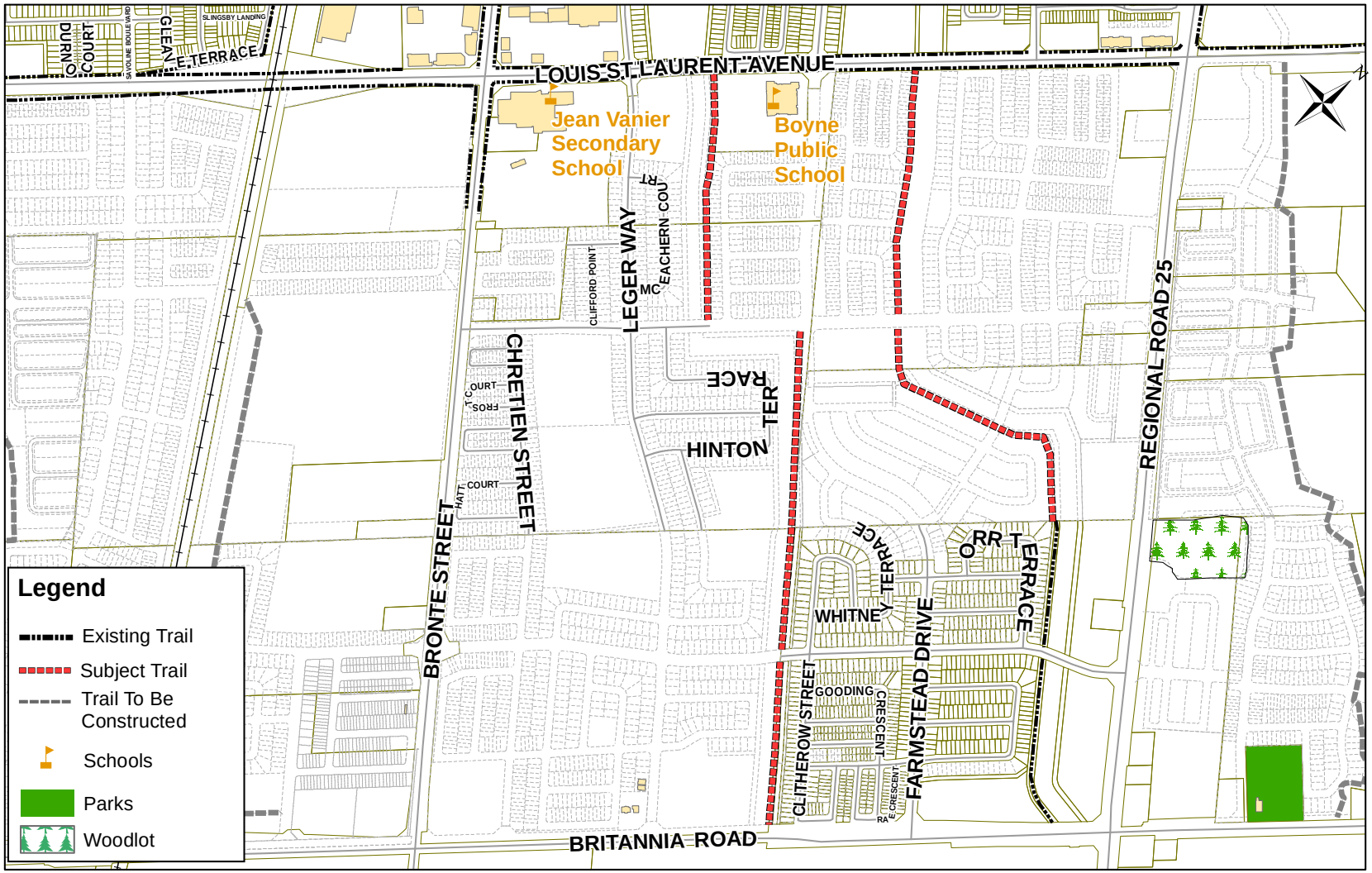
	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	71,100	23,700	23,700	23,700		
Professional Fees	52,586	26,293	26,293			
Landscaping	709,911	236,637	236,637	236,637		
Transfers	52,714	18,163	18,163	16,388		
Expenditures Total	**886,311**	**304,793**	**304,793**	**276,725**		
Funding						
Revenue	44,316	15,240	15,240	13,836		
Development Charges	797,681	274,314	274,314	249,053		
Capital Provision	44,314	15,239	15,239	13,836		
Funding Total	**886,311**	**304,793**	**304,793**	**276,725**		

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	600			300		300	
Total Expected Expenditures	600			300		300	
Total Operating Impact	**600**			**300**		**300**	

Capital Budget Details

Boyne Limestone Trails in Greenlands System (West, Tremaine Road to 16 Mile Creek)



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Capital Budget Details

Bridge/Culvert Rehab Needs

Project	C390112
Department	Engineering Services
Service / Program	Bridges/Culverts
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This project provides funds for the assessment and rehabilitation of bridges and culverts. Based on the 2014 Bridge Needs Study, this program is to fund the design and construction work to address the rehabilitation needs for the Town's bridges and culverts. The 2017 construction program includes the rehabilitation of structures 6, 53, 54, 109, and 112, identified as now needs for rehabilitation. These structures are described on the map that accompanies this page. Design and permit fees for the 2018 program are also included in the 2017 job.

Priority

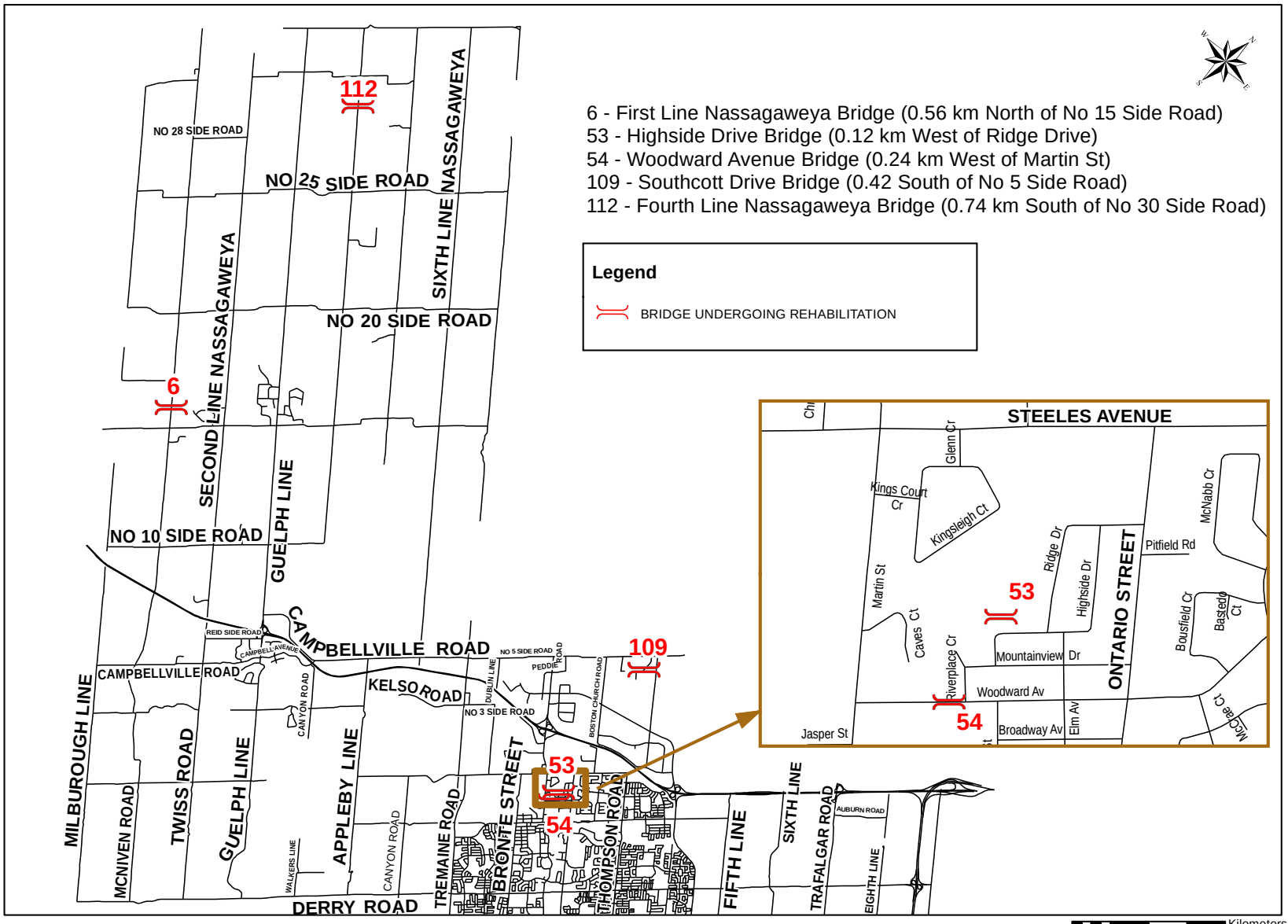
Category	Priority	Comment
Health and Safety Issues	4	Proper guide rail systems provide a safer environment for vehicles traveling over these structures.
Cost Savings / Payback	0	
State of Good Repair	5	The 2017 structures have been identified as "now" needs in the 2014 Bridge Needs Study, for guide rail replacement/installation.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	377,700	51,800	54,500	37,800	96,400	137,200
Professional Fees	1,096,000	152,000	128,000	102,000	306,000	408,000
Road Contracts	1,823,000	336,000	205,000	200,000	422,000	660,000
Transfers	207,695	24,447	21,781	20,947	59,428	81,092
Expenditures Total	**3,504,395**	**564,247**	**409,281**	**360,747**	**883,828**	**1,286,292**
Funding						
Revenue	2,940,148		409,281	360,747	883,828	1,286,292
Reserves / Res. Funds	564,247	564,247				
Funding Total	**3,504,395**	**564,247**	**409,281**	**360,747**	**883,828**	**1,286,292**

Capital Budget Details

Bridge/Culvert Rehabilitation Needs



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Capital Budget Details

Fifth Line Bridge - 1.9 km South of Britannia (Structure No. 26)

Project	C390117
Department	Engineering Services
Service / Program	Bridges/Culverts
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Identified in the 2014 Bridge Needs Study as now and 1-5 year needs for railing and guide rail improvement and replacement. Design was included in the 2016 program with construction in 2017.

Priority

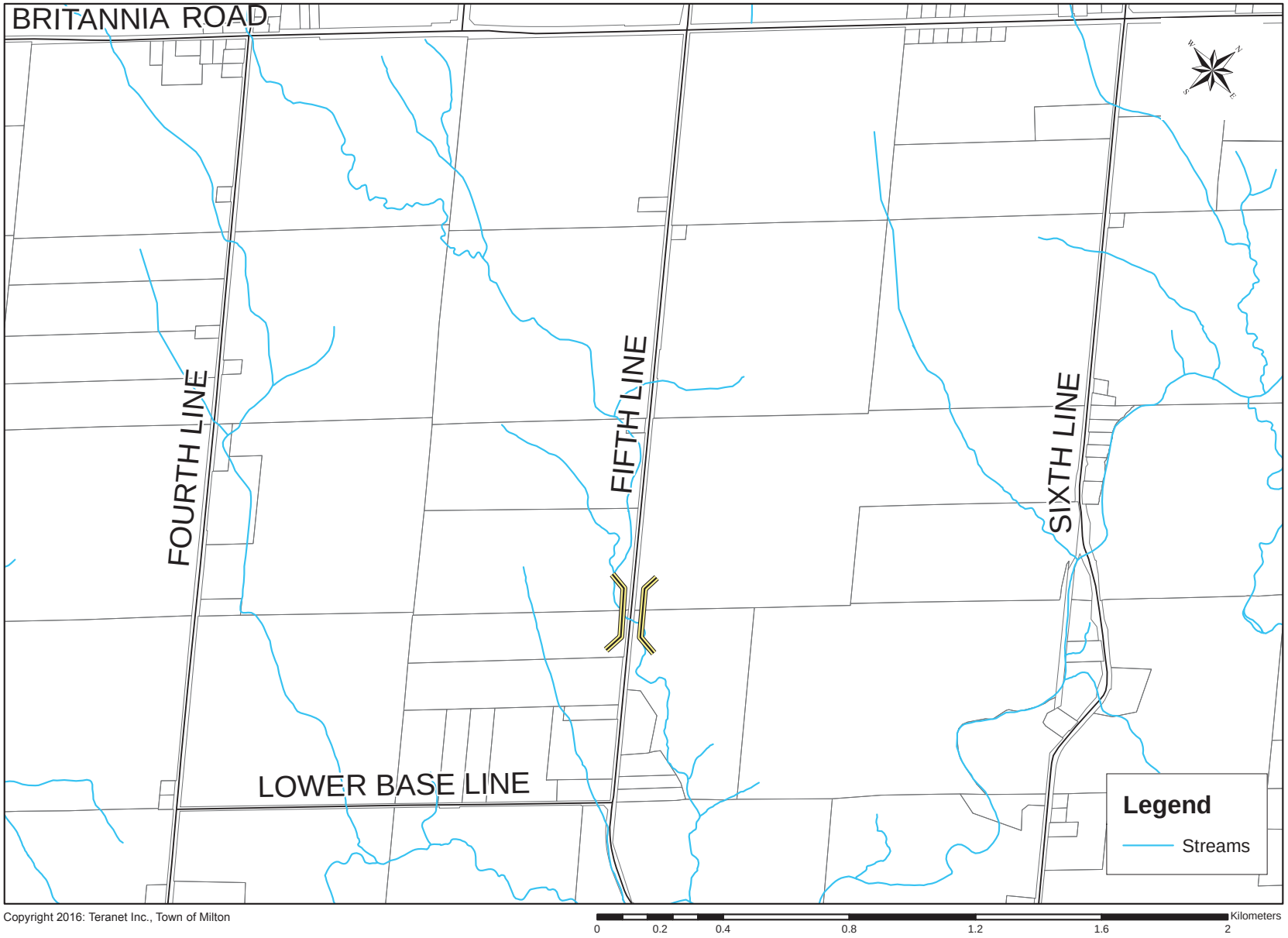
Category	Priority	Comment
Health and Safety Issues	4	Proper guide rail systems provide a safer environment for vehicles traveling over this structure.
Cost Savings / Payback	0	
State of Good Repair	5	Identified as "now" and "1-5 year needs" in the 2014 Bridge Needs Study.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	15,800	15,800				
Professional Fees	51,000	51,000				
Road Contracts	133,000	133,000				
Transfers	13,497	13,497				
Expenditures Total	**213,297**	**213,297**				
Funding						
Reserves / Res. Funds	213,297	213,297				
Funding Total	**213,297**	**213,297**				

Capital Budget Details

Fifth Line Bridge - 1.9 km South of Britannia (Structure No. 26)



Capital Budget Details

Fourth Line Bridge - 2.9 km South of Derry Rd (Structure No. 64)

Project	C390119
Department	Engineering Services
Service / Program	Bridges/Culverts
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Structure No. 64 was identified in the 2014 Bridge Needs Study as a now and 1-5 year need for railing repair/improvement, guide rail installation and soffit repair. Design will occur in 2017 with construction in 2018.

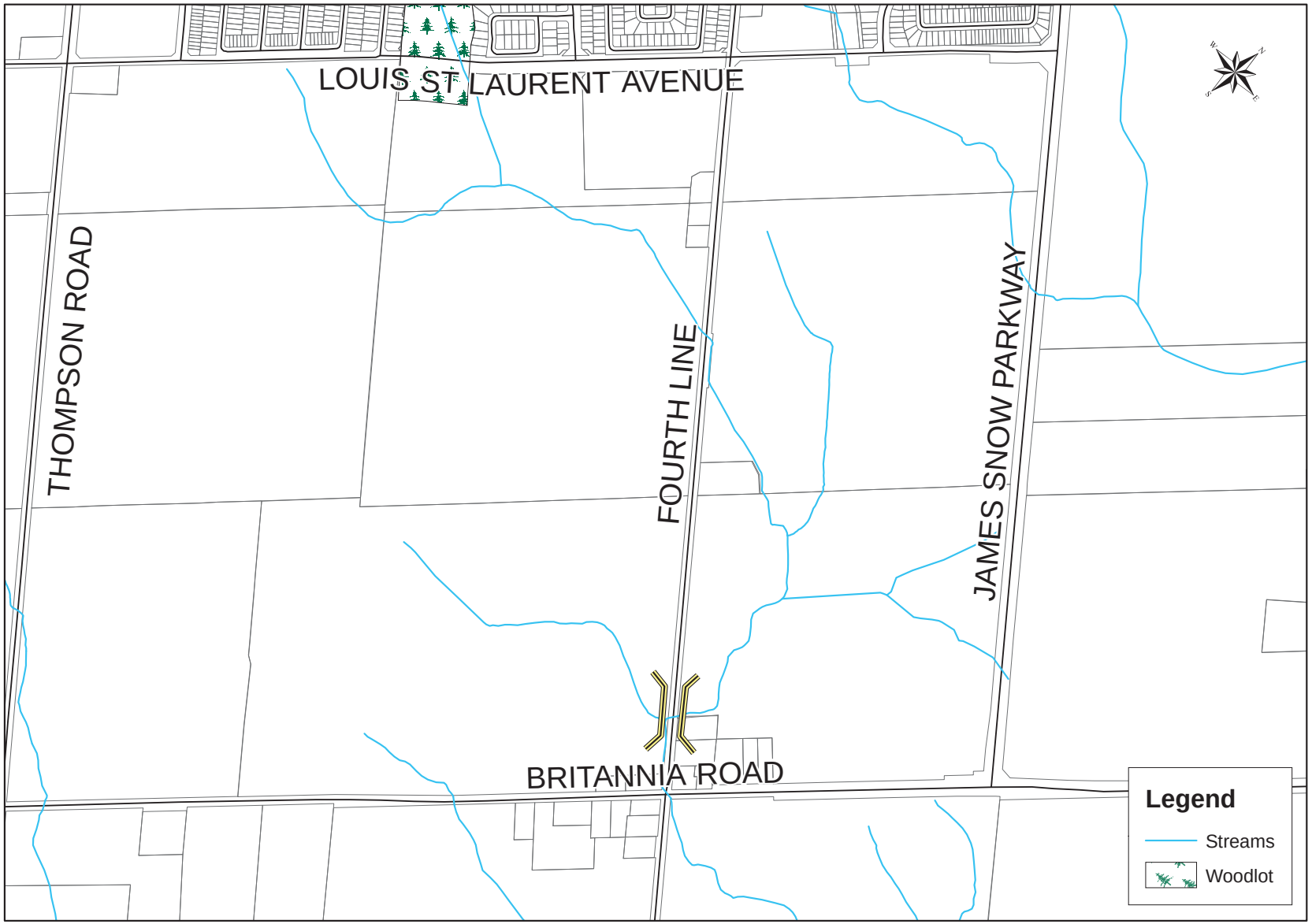
Priority

Category	Priority	Comment
Health and Safety Issues	4	Work includes guide rail and railing improvements which will lead to improved safety for road users.
Cost Savings / Payback	0	
State of Good Repair	5	2014 Bridge needs identified as now and 1-5 year need for rehabilitation.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	17,800	5,100	12,700			
Professional Fees	106,000	56,000	50,000			
Road Contracts	102,000		102,000			
Transfers	23,951	11,069	12,882			
Expenditures Total	**249,751**	**72,169**	**177,582**			
Funding						
Revenue	177,582		177,582			
Reserves / Res. Funds	72,169	72,169				
Funding Total	**249,751**	**72,169**	**177,582**			

Fourth Line Bridge - 2.9 km South of Derry Road (Structure No. 64)



Capital Budget Details

First Line Nassagaweya Bridge - North of 25 SR (Structure No. 61)

Project	C390120
Department	Engineering Services
Service / Program	Bridges/Culverts
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Structure No. 61 was identified in the 2014 Bridge Needs Study as a now and 1-5 year need for railing repair/improvement, guide rail installation and soffit repair. The work will proceed with design in 2017 and construction in 2018.

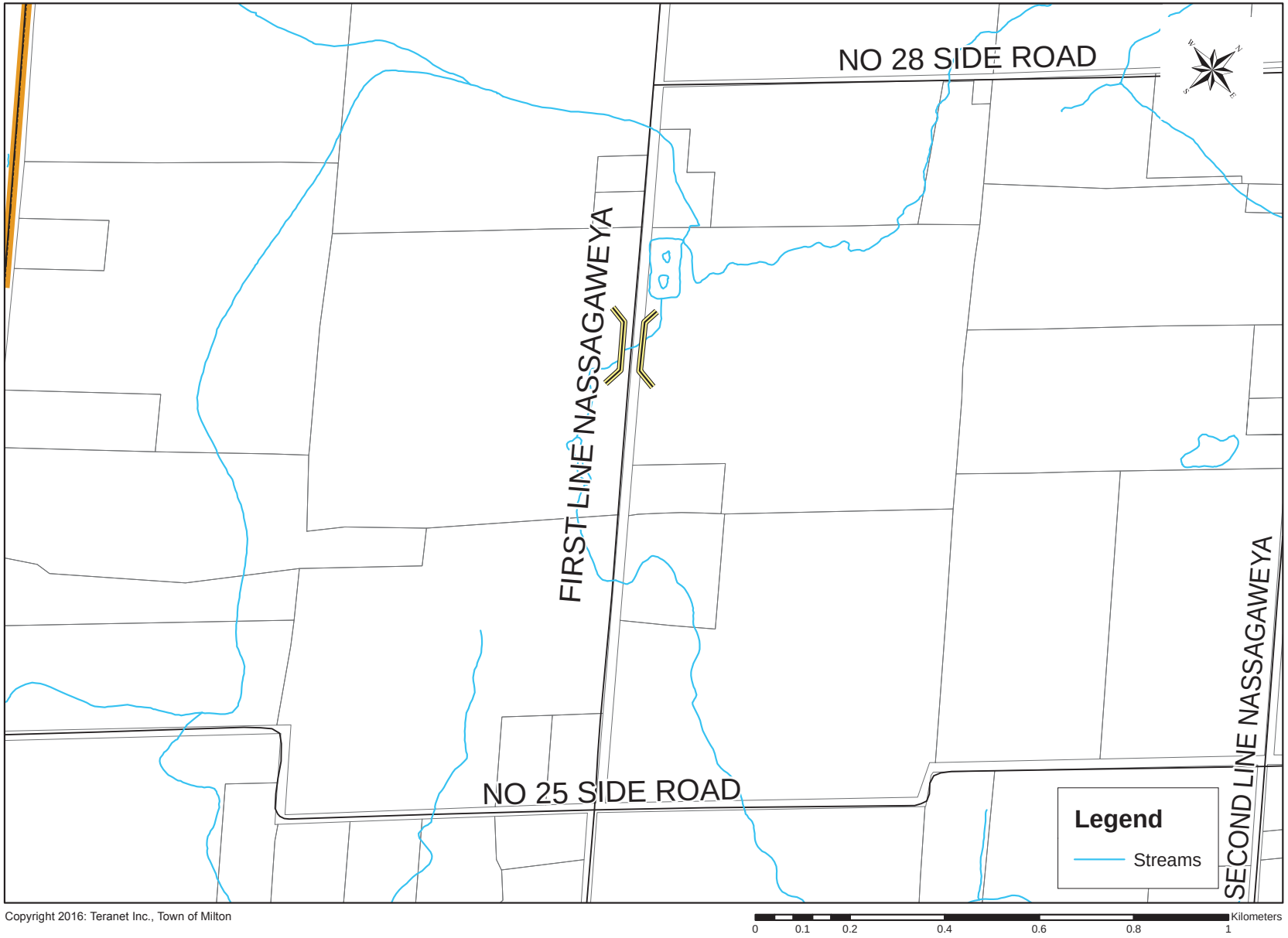
Priority

Category	Priority	Comment
Health and Safety Issues	4	Rehabilitation includes railing and guide rail work, which improves safety for road users.
Cost Savings / Payback	0	
State of Good Repair	5	Identified as now and 5-10 year need for rehabilition in 2014 Bridge Needs Study.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	17,800	5,100	12,700			
Professional Fees	107,000	56,000	51,000			
Road Contracts	102,000		102,000			
Transfers	23,969	11,069	12,900			
Expenditures Total	**250,769**	**72,169**	**178,600**			
Funding						
Revenue	178,600		178,600			
Reserves / Res. Funds	72,169	72,169				
Funding Total	**250,769**	**72,169**	**178,600**			

First Line Nassagaweya Bridge - North of No 25 Side Road (Structure No. 61)



Capital Budget Details

Carriage Square Pedestrian Bridge

Project	C390125
Department	Engineering Services
Service / Program	Bridges/Culverts
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

The Town has received a request to replace the pedestrian bridge that crosses Sixteen Mile Creek behind Carriage Square Plaza. The bridge is owned by Conservation Halton (CH) and runs between two private properties. The bridge is no longer required by CH and therefore, scheduled for removal. Pending approval of a subsequent Engineering report, this project estimates the potential costs of a new pedestrian crossing at this location and includes the negotiation of an easement with CH and the assumption of all liability associated with the new structure, along with design, contract administration, delivery and installation of the structure.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	1	Bridge owned by CH and runs between two private properties.

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	1,350	1,350				
Professional Fees	53,800	53,800				
Road Contracts	131,200	131,200				
Transfers	18,261	18,261				
Expenditures Total	**204,611**	**204,611**				
Funding						
Revenue	24,611	24,611				
Debentures	180,000	180,000				
Funding Total	**204,611**	**204,611**				

See following page for Operating Impacts

Carriage Square Pedestrian Bridge

Operating Impact							
	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Salaries and Benefits	1,000				500		500
Purchased Goods	400				200		200
Purchased Services	3,200				1,600		1,600
Total Expected Expenditures	4,600				2,300		2,300
Total Operating Impact	**4,600**				**2,300**		**2,300**

Carriage Square Pedestrian Bridge

Capital Budget Details

Stormwater Pond Maintenance

Project	C430001
Department	Engineering Services
Service / Program	Storm Water Mgmt Rehabilitation
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	NO

Description

High Point Stormwater Pond has been identified for maintenance and rehabilitation and the Town has applied for funding under the new Clean Water and Waterwater Fund (CWWF) to assist with funding this project. The CWWF is a new federal program intended to accelerate short-term investments supporting the rehabilitation of stormwater infrastructure, through contributions of up to 50% of eligible expenditures. The province is cost matching recipient contributions up to a maximum of 25% of eligible costs. This work has been advanced to 2017 to meet the requirements of the grant and will only proceed if grant funding is provided.

Priority

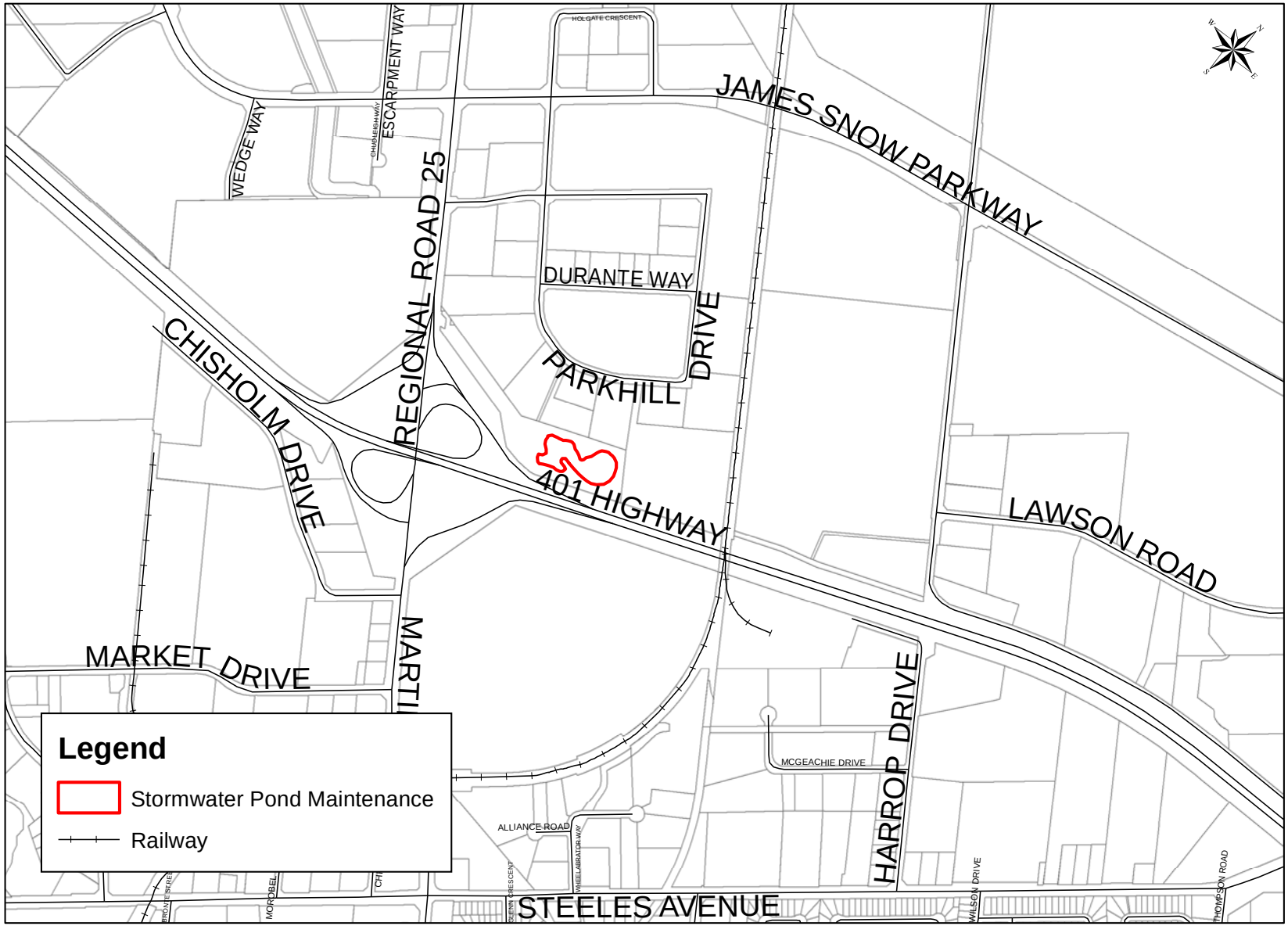
Category	Priority	Comment
Health and Safety Issues	5	To maintain stormwater ponds and reduce the risk of flooding.
Cost Savings / Payback	0	
State of Good Repair	5	To meet the Ministry of Environment guidelines for stormwater pond maintenance.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	6,272,000	2,072,000	1,400,000	1,400,000	1,400,000	
Transfers	124,760	42,260	27,500	27,500	27,500	
Expenditures Total	**6,396,760**	**2,114,260**	**1,427,500**	**1,427,500**	**1,427,500**	
Funding						
Revenue	4,319,589	37,089	1,427,500	1,427,500	1,427,500	
Reserves / Res. Funds	679,357	679,357				
Grants / Subsidies	1,397,814	1,397,814				
Funding Total	**6,396,760**	**2,114,260**	**1,427,500**	**1,427,500**	**1,427,500**	

Capital Budget Details

Regional Road 25 Stormwater Pond Maintenance



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Capital Budget Details

Storm Sewer Network Study

Project	C430002
Department	Engineering Services
Service / Program	Storm Water Mgmt Rehabilitation
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	NO

Description

This study is being conducted to evaluate the existing storm sewer infrastructure, identify deficiencies, make recommendations and develop a program for the maintenance, rehabilitation and replacement of the storm sewer infrastructure in the area bounded by Thompson Road, Bronte Street, Derry Road and Steeles Avenue. This data will support and be integrated into the asset management program.

The Town has applied for funding for this project under the Clean Water and Wastewater Fund (CWWF) which is a new federal program to support the rehabilitation of stormwater infrastructure with contributions of up to 50% of eligible expenditures. The province is cost matching recipient contributions up to a maximum of 25% of eligible costs. The work will only proceed if the grant funding application is successful.

Priority

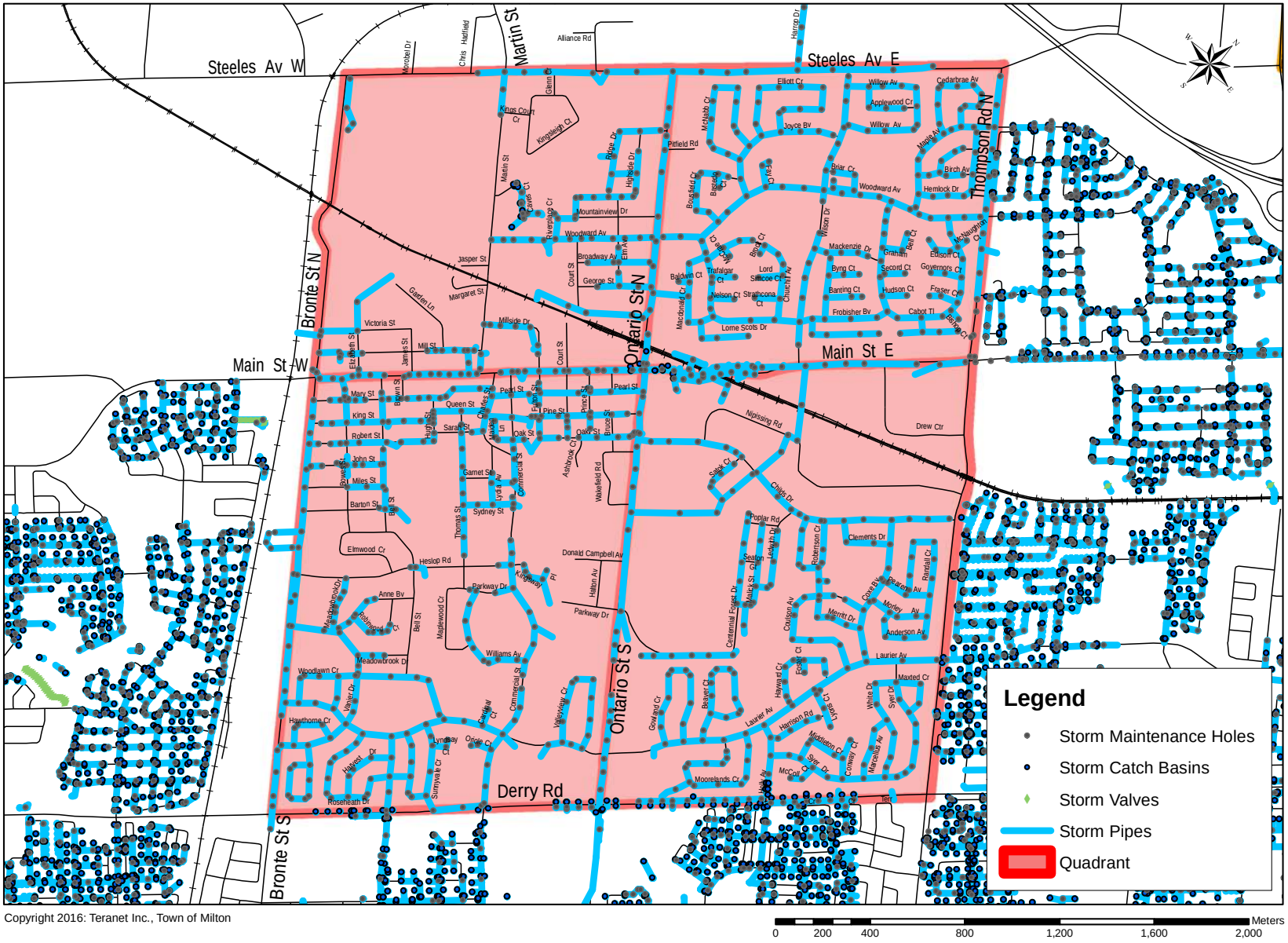
Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	5	Identify rehabiliation needs of the storm sewer infrastructure to be used for future asset management planning.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	27,163	27,163				
Professional Fees	181,085	181,085				
Transfers	24,469	24,469				
Expenditures Total	**232,717**	**232,717**				
Funding						
Reserves / Res. Funds	76,531	76,531				
Grants / Subsidies	156,186	156,186				
Funding Total	**232,717**	**232,717**				

Capital Budget Details

Storm Sewer Network (Thompson Road/ Bronte Street/ Derry Road/ Steeles Avenue)



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Capital Budget Details

Stormwater Mgmt - Boyne

Project	C440106
Department	Engineering Services
Service / Program	Storm Water Mgmt Growth
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	YES

Description

This program is to assess the operation of the stormwater management system for the Boyne Secondary Plan area. It will identify any deficiencies within the system, and provide direction regarding required remedial measures. This program is a requirement of the Canadian Environmental Assessment Agency's (CEAA) screening process of the Boyne Survey Secondary Plan via the Department of Fisheries and Oceans and other federal agencies. This program is a direct result of the Conceptual Fisheries Compensation Plan (CFCP), Subwatershed Study and the associated CEAA process.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	Assess and adapt the Secondary Plan stormwater management infrastructure system as legislatively required.
Service Enhancement	0	
Project Tied to Another Jurisdiction	3	This project is a CEAA requirement of the Federal government.

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	995,760	110,640	110,640	110,640	331,920	331,920
Transfers	35,424	3,936	3,936	3,936	11,808	11,808
Expenditures Total	**1,031,184**	**114,576**	**114,576**	**114,576**	**343,728**	**343,728**
Funding						
Development Charges	1,031,184	114,576	114,576	114,576	343,728	343,728
Funding Total	**1,031,184**	**114,576**	**114,576**	**114,576**	**343,728**	**343,728**

Capital Budget Details

Stormwater Mgmt - Derry Green (BP2)

Project	C440107
Department	Engineering Services
Service / Program	Storm Water Mgmt Growth
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	YES

Description

This program is to assess the operation of the stormwater management system for the Derry Green Secondary Plan area. It will identify any deficiencies within the system, and provide direction regarding required remedial measures. This program is a requirement of theCanadian Environmental Assessment Agency's (CEAA) screening process of the Derry Green Business Park Secondary Plan via the Department of Fisheries and Oceans and other federal agencies. This program is a direct result of the Conceptual Fisheries Compensation Plan (CFCP), Subwatershed Study and the associated CEAA process.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	Assess and adapt the Secondary Plan stormwater management infrastructure system as legislatively required.
Service Enhancement	0	
Project Tied to Another Jurisdiction	3	This project is a CEAA requirement of the Federal Government.

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	995,760	110,640	110,640	110,640	331,920	331,920
Transfers	35,424	3,936	3,936	3,936	11,808	11,808
Expenditures Total	**1,031,184**	**114,576**	**114,576**	**114,576**	**343,728**	**343,728**
Funding						
Development Charges	1,031,184	114,576	114,576	114,576	343,728	343,728
Funding Total	**1,031,184**	**114,576**	**114,576**	**114,576**	**343,728**	**343,728**

Capital Budget Details

Railway Crossing Upgrades

Project	C400100
Department	Engineering Services
Service / Program	Traffic
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	NO

Description

The railway crossing upgrades program funds the improvement of road and rail 'at grade' crossings. Repair and improvement work is identified throughout the year by the Town, CN Railway, CP Railway, Guelph Junction Railway and the general motoring public.

Priority

Category	Priority	Comment
Health and Safety Issues	4	Improvements to road user safety.
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	5	As directed by CP Railway, CN Railway and/or Guelph Railway Junction.

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	10,000	1,000	1,000	1,000	3,000	4,000
Road Contracts	500,000	50,000	50,000	50,000	150,000	200,000
Transfers	19,080	1,908	1,908	1,908	5,724	7,632
Expenditures Total	**529,080**	**52,908**	**52,908**	**52,908**	**158,724**	**211,632**
Funding						
Revenue	476,172		52,908	52,908	158,724	211,632
Reserves / Res. Funds	52,908	52,908				
Funding Total	**529,080**	**52,908**	**52,908**	**52,908**	**158,724**	**211,632**

Capital Budget Details

Traffic Infrastructure

Project	C400102
Department	Engineering Services
Service / Program	Traffic
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This is an annual program to install or replace traffic control infrastructure such as signal cabinets, traffic signals, pedestrian crossing signals, pedestrian push buttons and school zone flashers.

Priority

Category	Priority	Comment
Health and Safety Issues	4	Installation of improved equipment will increase pedestrian safety and reduce motor vehicle accidents.
Cost Savings / Payback	0	
State of Good Repair	5	Technology improvements can reduce equipment maintenance cycles.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	15,000	1,500	1,500	1,500	4,500	6,000
Furniture, Fixtures & Equipment	1,445,000	140,000	145,000	145,000	435,000	580,000
Transfers	38,484	3,621	3,807	3,882	11,646	15,528
Expenditures Total	**1,498,484**	**145,121**	**150,307**	**150,382**	**451,146**	**601,528**
Funding						
Revenue	1,353,363		150,307	150,382	451,146	601,528
Reserves / Res. Funds	145,121	145,121				
Funding Total	**1,498,484**	**145,121**	**150,307**	**150,382**	**451,146**	**601,528**

Capital Budget Details

Traffic Safety Services Review

Project	C400110
Department	Engineering Services
Service / Program	Traffic
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This program will fund a safety review of signalized and un-signalized intersections and road links within Milton. The review will apply safety curves developed for the Region of Halton and area municipalities that accurately represent local conditions. Identified safety concerns will be reviewed in greater detail and remedies developed, including physical and/or operational improvements that may include traffic calming measures and the implementation of a 'road diet'. A road diet is a technique whereby the number of travel lanes and/or effective width of the road is reduced in order to achieve systemic improvements.

Priority

Category	Priority	Comment
Health and Safety Issues	4	Road safety improvements can reduce motor vehicle accidents.
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	Road safety becomes more critical as traffic volumes increase due to Town growth.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Road Contracts	500,000	50,000	50,000	50,000	150,000	200,000
Transfers	38,750	3,875	3,875	3,875	11,625	15,500
Expenditures Total	**538,750**	**53,875**	**53,875**	**53,875**	**161,625**	**215,500**
Funding						
Revenue	538,750	53,875	53,875	53,875	161,625	215,500
Funding Total	**538,750**	**53,875**	**53,875**	**53,875**	**161,625**	**215,500**

Capital Budget Details

New Traffic Signals

Project	C400113
Department	Engineering Services
Service / Program	Traffic
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Traffic signals are installed at intersections as warrants dictate.

Priority

Category	Priority	Comment
Health and Safety Issues	4	To provide safe intersection traffic flow.
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	To address signal warrants.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	238,848	25,000	23,606	25,000	70,818	94,424
Utilities	30,000	3,000	3,000	3,000	9,000	12,000
Road Contracts	2,500,000	250,000	250,000	250,000	750,000	1,000,000
Transfers	87,008	8,720	8,696	8,720	26,088	34,784
Expenditures Total	**2,855,856**	**286,720**	**285,302**	**286,720**	**855,906**	**1,141,208**
Funding						
Revenue	285,584	28,672	28,530	28,672	85,590	114,120
Development Charges	2,570,272	258,048	256,772	258,048	770,316	1,027,088
Funding Total	**2,855,856**	**286,720**	**285,302**	**286,720**	**855,906**	**1,141,208**

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	22,592			11,296		11,296	
Total Expected Expenditures	22,592			11,296		11,296	
Total Operating Impact	**22,592**			**11,296**		**11,296**	

Capital Budget Details

Preemption Traffic Control System

Project	C400114
Department	Engineering Services
Service / Program	Traffic
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

This annual program provides funding for the installation of emergency vehicle preemption equipment on traffic signals within the Town, including those under the jurisdiction of Halton Region and the Ministry of Transportation (MTO). This technology provides for emergency vehicle activation of green signal displays to facilitate emergency response.

Priority

Category	Priority	Comment
Health and Safety Issues	4	Facilitates emergency response by activating green signal displays.
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	The ability to activate green signal displays becomes more critical as traffic volumes increase.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	320,000	32,000	32,000	32,000	96,000	128,000
Transfers	30,600	3,060	3,060	3,060	9,180	12,240
Expenditures Total	**350,600**	**35,060**	**35,060**	**35,060**	**105,180**	**140,240**
Funding						
Revenue	35,060	3,506	3,506	3,506	10,518	14,024
Development Charges	315,540	31,554	31,554	31,554	94,662	126,216
Funding Total	**350,600**	**35,060**	**35,060**	**35,060**	**105,180**	**140,240**

Capital Budget Details

Rural Street Lighting

Project	C410100
Department	Engineering Services
Service / Program	Streetlighting
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This project addresses lighting needs at critical intersections in the rural area of Town, through the installation of street lights at rural intersections. LED lighting will be installed where possible. As the Town can no longer attach lights to hydro poles, the budget includes installation costs for separate poles. There has also been an increase in the number of rural lighting requests from residents and Councillors.

Priority

Category	Priority	Comment
Health and Safety Issues	4	Lighting dark intersections provides enhanced safety.
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	300,000	30,000	30,000	30,000	90,000	120,000
Professional Fees	50,000	5,000	5,000	5,000	15,000	20,000
Utilities	200,000	20,000	20,000	20,000	60,000	80,000
Transfers	14,630	1,463	1,463	1,463	4,389	5,852
Expenditures Total	**564,630**	**56,463**	**56,463**	**56,463**	**169,389**	**225,852**
Funding						
Revenue	508,167		56,463	56,463	169,389	225,852
Reserves / Res. Funds	56,463	56,463				
Funding Total	**564,630**	**56,463**	**56,463**	**56,463**	**169,389**	**225,852**

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	1,016			508		508	
Total Expected Expenditures	1,016			508		508	
Total Operating Impact	**1,016**			**508**		**508**	

Capital Budget Details

Street Light/Pole/Underground Power Renewal

Project	C410200
Department	Engineering Services
Service / Program	Streetlighting
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This annual project addresses the need for replacement of underground streetlight power equipment in older neighbourhoods of Milton.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	5	This program enhances the life cycle of the lighting system.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	800,000	80,000	80,000	80,000	240,000	320,000
Transfers	29,000	2,900	2,900	2,900	8,700	11,600
Expenditures Total	**829,000**	**82,900**	**82,900**	**82,900**	**248,700**	**331,600**
Funding						
Revenue	746,100		82,900	82,900	248,700	331,600
Reserves / Res. Funds	82,900	82,900				
Funding Total	**829,000**	**82,900**	**82,900**	**82,900**	**248,700**	**331,600**

Capital Budget Details

Street Light LED Replacement

Project	C410201
Department	Engineering Services
Service / Program	Streetlighting
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This project is to convert existing street lights to LED, including the replacement of supporting infrastructure as required. This project is contingent upon the outcome of a business case to confirm affordability and operational savings to offset the capital cost.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	5	LED technology will save the Town money by improving maintenance cycles and energy costs.
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	38,503	38,503				
Furniture, Fixtures & Equipment	5,000,000	5,000,000				
Transfers	95,174	95,174				
Expenditures Total	**5,133,677**	**5,133,677**				
Funding						
Debentures	5,133,677	5,133,677				
Funding Total	**5,133,677**	**5,133,677**				

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Financial	1,280,651		77,005		601,823		601,823
Purchased Services	(1,280,651)		(77,005)		(601,823)		(601,823)
Total Expected Expenditures	0		0		0		0
Total Operating Impact	**0**		**0**		**0**		**0**

Capital Budget Details

Ice Resurfacer - Replacement

Project	C450111
Department	Community Services
Service / Program	Fleet Equipment Replacement
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Replace Memorial Arena resurfacer, purchased in 2007 with a 10 year life cycle.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	5	Replacement of the Memorial Arena ice resurfacer that has reached the end of its useful life.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	376,890	75,378	75,378		75,378	150,756
Transfers	6,595	1,319	1,319		1,319	2,638
Expenditures Total	**383,485**	**76,697**	**76,697**		**76,697**	**153,394**
Funding						
Reserves / Res. Funds	383,485	76,697	76,697		76,697	153,394
Funding Total	**383,485**	**76,697**	**76,697**		**76,697**	**153,394**

Capital Budget Details

1 Ton Crew Dump Truck

Project	C450117
Department	Engineering Services
Service / Program	Fleet Equipment Replacement
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

2017 (Pre-Approved with the 2016 Budget)
Replacement of two (2) 1 Ton Dump Trucks, units 1994 and 1996, that have reached the end of their useful lives.

2018 Pre-Approval
Replacement of four (4) 1 Ton Dump Trucks, units 1986, 1987, 1992 and 1998, which will reach the end of their useful lives.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	4	These vehicles have reached the end of their useful life and require replacement.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	1,170,403	120,403	280,000	70,000	350,000	350,000
Transfers	20,482	2,107	4,900	1,225	6,125	6,125
Expenditures Total	**1,190,885**	**122,510**	**284,900**	**71,225**	**356,125**	**356,125**
Funding						
Reserves / Res. Funds	1,190,885	122,510	284,900	71,225	356,125	356,125
Funding Total	**1,190,885**	**122,510**	**284,900**	**71,225**	**356,125**	**356,125**

Capital Budget Details

Tandem Axle Trucks

Project	C450121
Department	Engineering Services
Service / Program	Fleet Equipment Replacement
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

2017 (Pre-Approved with the 2016 Budget)
Replacement of four (4) Tandem Axle Snow Plow Dump Trucks, units 1204, 1206, 1208 and 1218, that have reached the end of their useful lives. Due to lengthy lead times, these units have already been ordered as approved through CORS-041-16 and CORS-044-16 with expected delivery in 2017.

2018 Pre-Approval
Replacement of one (1) Tandem Axle Truck, unit 1238, that will have reached the end of its useful life. This unit will be equipped with the roll-off capabilities for multifunctional usage which will allow it to change various bed attachments quickly for different types of maintenance requirements.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	4	These units have reached the end of their useful life and require replacement.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	4,723,630	1,016,000	347,630	840,000	1,120,000	1,400,000
Transfers	82,664	17,780	6,084	14,700	19,600	24,500
Expenditures Total	**4,806,294**	**1,033,780**	**353,714**	**854,700**	**1,139,600**	**1,424,500**
Funding						
Revenue	68,814		68,814			
Reserves / Res. Funds	4,737,480	1,033,780	284,900	854,700	1,139,600	1,424,500
Funding Total	**4,806,294**	**1,033,780**	**353,714**	**854,700**	**1,139,600**	**1,424,500**

Capital Budget Details

Landscape Trailer

Project	C450123
Department	Engineering Services
Service / Program	Fleet Equipment Replacement
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Replacement of a landscape trailer, unit 1878, that will have reached the end of its useful life. Unit is on a 12 year replacement cycle.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	3	This unit has reached the end of its useful life and requires replacement.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	133,858	9,358	18,400		18,400	87,700
Transfers	2,343	164	322		322	1,535
Expenditures Total	**136,201**	**9,522**	**18,722**		**18,722**	**89,235**
Funding						
Reserves / Res. Funds	136,201	9,522	18,722		18,722	89,235
Funding Total	**136,201**	**9,522**	**18,722**		**18,722**	**89,235**

Capital Budget Details

Gradalls, Back Hoes and Attachments

Project	C450126
Department	Engineering Services
Service / Program	Fleet Equipment Replacement
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Replacement of a Gradall, unit 1650, which will be at the end of its useful life. This unit has a 15 year replacement cycle.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	4	This unit has reached the end of its useful life and requires replacement.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	424,100	316,100	20,000			88,000
Transfers	7,422	5,532	350			1,540
Expenditures Total	**431,522**	**321,632**	**20,350**			**89,540**
Funding						
Reserves / Res. Funds	431,522	321,632	20,350			89,540
Funding Total	**431,522**	**321,632**	**20,350**			**89,540**

Capital Budget Details

Zero Turning Radius Mowers

Project	C450128
Department	Engineering Services
Service / Program	Fleet Equipment Replacement
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Replacement of two (2) zero turning radius mowers, units 1887 and 1888, which have reached the end of their useful life. These units have a seven year replacement cycle.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	3	These units have reached the end of their useful life and require replacement.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	566,100	44,100	22,000	44,000	302,000	154,000
Transfers	9,907	772	385	770	5,285	2,695
Expenditures Total	**576,007**	**44,872**	**22,385**	**44,770**	**307,285**	**156,695**
Funding						
Reserves / Res. Funds	576,007	44,872	22,385	44,770	307,285	156,695
Funding Total	**576,007**	**44,872**	**22,385**	**44,770**	**307,285**	**156,695**

Capital Budget Details

Trackless Front Mower Deck

Project	C450137
Department	Engineering Services
Service / Program	Fleet Equipment Replacement
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Replacement of a Trackless Flail Mower, unit 1319, which has reached the end of its useful life. This unit is on a 10 year replacement schedule.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	3	This unit has reached the end of its useful life and requires replacement.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	124,025	12,025			40,000	72,000
Transfers	2,170	210			700	1,260
Expenditures Total	**126,195**	**12,235**			**40,700**	**73,260**
Funding						
Reserves / Res. Funds	126,195	12,235			40,700	73,260
Funding Total	**126,195**	**12,235**			**40,700**	**73,260**

Capital Budget Details

Enforcement Vehicles

Project	C450148
Department	Engineering Services
Service / Program	Fleet Equipment Replacement
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Replacement of two (2) vehicles for By-law Enforcement, units B106 and B108, and one (1) vehicle for Parking Enforcement, unit P106, which has reached the end of its useful life. These units will be on a three year replacement cycle.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	3	Replacement of vehicles at the end of their useful life.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	389,320	98,120	28,000		145,600	117,600
Transfers	6,813	1,717	490		2,548	2,058
Expenditures Total	**396,133**	**99,837**	**28,490**		**148,148**	**119,658**
Funding						
Reserves / Res. Funds	396,133	99,837	28,490		148,148	119,658
Funding Total	**396,133**	**99,837**	**28,490**		**148,148**	**119,658**

Capital Budget Details

Sweepers/Flushers

Project	C450155
Department	Engineering Services
Service / Program	Fleet Equipment Replacement
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

2017 (Pre-Approved with the 2016 Budget)
Replacement of one (1) street sweeper, unit #1264, that has reached the end of its useful life.

2018 Pre-Approval
Replacement of one (1) street sweeper, unit #1262, that has reached the end of its useful life.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	5	These units have reached the end of their useful life and require replacement.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	969,300	323,100	323,100			323,100
Transfers	16,962	5,654	5,654			5,654
Expenditures Total	**986,262**	**328,754**	**328,754**			**328,754**
Funding						
Reserves / Res. Funds	986,262	328,754	328,754			328,754
Funding Total	**986,262**	**328,754**	**328,754**			**328,754**

Capital Budget Details

1 Ton Dump Trucks - Growth

Project	C460101
Department	Engineering Services
Service / Program	Fleet Equipment Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Purchase of two (2) 1 Ton Dump Trucks for road and parks maintenance due to growth in lane kilometres of roadways and acres of parkland. These units will be on a 10 year replacement cycle.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	Required to maintain current levels of service as a result of growth.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	158,260	158,260				
Transfers	2,770	2,770				
Expenditures Total	**161,030**	**161,030**				
Funding						
Revenue	4,046	4,046				
Development Charges	152,938	152,938				
Capital Provision	4,046	4,046				
Funding Total	**161,030**	**161,030**				

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Transfers to Own Funds	32,206			16,103		16,103	
Purchased Services	1,044	348		348		348	
Fleet Expenses	115,490	30,618		42,436		42,436	
Total Expected Expenditures	148,740	30,966		58,887		58,887	
Total Operating Impact	**148,740**	**30,966**		**58,887**		**58,887**	

Capital Budget Details

Tractors, Loaders & Back Hoes - Growth

Project	C460104
Department	Engineering Services
Service / Program	Fleet Equipment Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Purchase a Tractor Power Angle Scraper Blade attachment for one of our existing tractors. This will be used on baseball diamonds and pathways. This unit will be on a 10 year replacement schedule.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	Development of new parks and pathways require equipment to maintain them.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	6,000	6,000				
Transfers	105	105				
Expenditures Total	**6,105**	**6,105**				
Funding						
Revenue	305	305				
Development Charges	5,495	5,495				
Capital Provision	305	305				
Funding Total	**6,105**	**6,105**				

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Transfers to Own Funds	1,220			610		610	
Fleet Expenses	1,460	340		560		560	
Total Expected Expenditures	2,680	340		1,170		1,170	
Total Operating Impact	**2,680**	**340**		**1,170**		**1,170**	

Capital Budget Details

Trailers/Water Tanks - Growth

Project	C460105
Department	Engineering Services
Service / Program	Fleet Equipment Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Purchase a Jetters Trailer equipped with an engine and water storage tank. This unit will be used for cleaning culverts of soil, garbage and debris and allowing restricted culverts to flow again using water pressure generated by the engine. This unit will be on a 10 year replacement cycle.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	Due to growth in the number of culverts in the Town, this unit is required to ensure proper water flow.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	76,000	76,000				
Transfers	1,330	1,330				
Expenditures Total	**77,330**	**77,330**				
Funding						
Development Charges	77,330	77,330				
Funding Total	**77,330**	**77,330**				

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Transfers to Own Funds	15,466			7,733		7,733	
Fleet Expenses	3,760	940		1,410		1,410	
Total Expected Expenditures	19,226	940		9,143		9,143	
Total Operating Impact	**19,226**	**940**		**9,143**		**9,143**	

Capital Budget Details

Gator Utility Vehicle - Growth

Project	C460128
Department	Engineering Services
Service / Program	Fleet Equipment Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Purchase a Gator type utility vehicle for sidewalk inspections. This unit will travel Town of Milton sidewalks reporting on status condition. The unit will be 4 wheel drive with cab, heater and defroster for year round patrol reporting. This unit will be on a 7 year replacement cycle.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	Required for sidewalk status condition reporting.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	31,500	31,500				
Transfers	551	551				
Expenditures Total	**32,051**	**32,051**				
Funding						
Development Charges	32,051	32,051				
Funding Total	**32,051**	**32,051**				

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Transfers to Own Funds	6,410			3,205		3,205	
Purchased Services	1,044	348		348		348	
Fleet Expenses	6,402	1,858		2,272		2,272	
Total Expected Expenditures	13,856	2,206		5,825		5,825	
Total Operating Impact	**13,856**	**2,206**		**5,825**		**5,825**	

Capital Budget Details

3/4 Ton Pick-Up - Growth

Project	C460134
Department	Engineering Services
Service / Program	Fleet Equipment Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Purchase one 3/4 ton pickup truck for the Sign Department. This will be used to help maintain the increase of signs due to growth. This unit will be on a 7 year replacement cycle.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	Required for the maintenance of the signs due to growth.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	59,475	59,475				
Transfers	1,041	1,041				
Expenditures Total	**60,516**	**60,516**				
Funding						
Development Charges	60,516	60,516				
Funding Total	**60,516**	**60,516**				

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Transfers to Own Funds	17,290			8,645		8,645	
Purchased Services	1,044	348		348		348	
Fleet Expenses	27,716	7,952		9,882		9,882	
Total Expected Expenditures	46,050	8,300		18,875		18,875	
Total Operating Impact	**46,050**	**8,300**		**18,875**		**18,875**	

Capital Budget Details

Trackless Attachments - Winter

Project	C460137
Department	Engineering Services
Service / Program	Fleet Equipment Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Purchase one (1) Trackless Rear Mounted Salter required for winter maintenance on pathways and sidewalks. This unit is on a 10 year replacement cycle.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	New trackless tractor attachments required for winter maintenance of parks and sidewalks.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	9,000	9,000				
Transfers	158	158				
Expenditures Total	**9,158**	**9,158**				
Funding						
Revenue	458	458				
Development Charges	8,242	8,242				
Capital Provision	458	458				
Funding Total	**9,158**	**9,158**				

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Transfers to Own Funds	1,832			916		916	
Fleet Expenses	2,180	560		810		810	
Total Expected Expenditures	4,012	560		1,726		1,726	
Total Operating Impact	**4,012**	**560**		**1,726**		**1,726**	

Capital Budget Details

Trackless Attachments - Other

Project	C460140
Department	Engineering Services
Service / Program	Fleet Equipment Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Purchase one (1) Trackless Tractor 8 foot power angle sweeper attachment for line painting preparations, winter sweeping, and pre and post surface treatment work. The larger attachment will allow the Town to cover a greater area, with less passes of the road. This unit is on a 10 year replacement schedule.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	Required to properly maintain the increasing number of roads due to growth.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	15,000	15,000				
Transfers	263	263				
Expenditures Total	**15,263**	**15,263**				
Funding						
Development Charges	15,263	15,263				
Funding Total	**15,263**	**15,263**				

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Transfers to Own Funds	3,052			1,526		1,526	
Fleet Expenses	2,430	810		810		810	
Total Expected Expenditures	5,482	810		2,336		2,336	
Total Operating Impact	**5,482**	**810**		**2,336**		**2,336**	

Capital Budget Details

General Mowers and Attachments-Growth

Project	C460141
Department	Engineering Services
Service / Program	Fleet Equipment Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Purchase one (1) Gradall Tree Limb Shear Attachment to shear off tree limbs that are overhanging the Town's roadways. This will help prevent the Town's snowplow trucks from striking them during winter snow events. This can also be used to clear site lines at intersections.

Purchase one (1) Gradall Fixed Thumb Grapple Attachment. This will be able to pick up fallen tree limbs and move them to a trailer, truck or to the side of the road. This will speed up the clearing of the roadway and allow traffic to flow sooner. This also can be used to pick up heavy debris out of ditches, move large rocks from the shoulder of the road so our snowplow and wings have a clear path.

These units will both be on a 10 year replacement cycle.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	Required attachments to trim tree branches that hang onto the roadways and more efficiently clear debris.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	60,000	60,000				
Transfers	1,050	1,050				
Expenditures Total	**61,050**	**61,050**				
Funding						
Development Charges	61,050	61,050				
Funding Total	**61,050**	**61,050**				

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Transfers to Own Funds	12,210			6,105		6,105	
Fleet Expenses	6,360	2,120		2,120		2,120	
Total Expected Expenditures	18,570	2,120		8,225		8,225	
Total Operating Impact	**18,570**	**2,120**		**8,225**		**8,225**	

Capital Budget Details

Diesel Emission Fluid System

Project	C460143
Department	Engineering Services
Service / Program	Fleet Equipment Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Purchase of a Diesel Emission Fluid Bulk Pumping station with capabilities of filling up two (2) pieces of equipment at the same time. This will also have the capabilities of being linked to our Winfuel Inventory System which will allow us to track usage. Diesel emission fluid is mandated by the Environmental Protection Agency to reduce nitrous oxide emissions. This unit will be on a 20 year replacement cycle.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	Required to keep up to the demand from equipment that is outfitted with the Emission Exhaust Fluid System.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	43,355	43,355				
Transfers	759	759				
Expenditures Total	**44,114**	**44,114**				
Funding						
Revenue	44,114	44,114				
Funding Total	**44,114**	**44,114**				

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Transfers to Own Funds	4,412			2,206		2,206	
Total Expected Expenditures	4,412			2,206		2,206	
Total Operating Impact	**4,412**			**2,206**		**2,206**	

Capital Budget Details

Park Improvements

Project	C470001
Department	Engineering Services
Service / Program	Park Preservation
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This project is for asphalt path repairs to maintain pedestrian usability, ongoing concrete skate park repairs, ball diamond grading to improve drainage, installation of concrete slabs underneath bleachers to reduce maintenance and new swing sets which will accommodate all age groups.

Priority

Category	Priority	Comment
Health and Safety Issues	4	Asphalt path repairs to minimize trip hazards.
Cost Savings / Payback	0	
State of Good Repair	3	Phased in repairs and replacement to deteriorating concrete at the skate park to allow continued activity.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Landscaping	612,004	61,000	53,000	60,000	199,501	238,503
Transfers	10,711	1,068	928	1,050	3,492	4,173
Expenditures Total	**622,715**	**62,068**	**53,928**	**61,050**	**202,993**	**242,676**
Funding						
Revenue	560,647		53,928	61,050	202,993	242,676
Reserves / Res. Funds	62,068	62,068				
Funding Total	**622,715**	**62,068**	**53,928**	**61,050**	**202,993**	**242,676**

Capital Budget Details

Pioneer Cemetery

Project	C470004
Department	Engineering Services
Service / Program	Park Preservation
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Site upgrades at Bloomfield Cemetery and Cove Cemetery may include general repairs to monuments (including the re-setting of toppled or tilted headstones), perimeter fencing and gates, drainage improvements, access improvement, lay-by parking, vegetation clearing, tree work, and main identification signage (which could include interpretative information on site history).

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	4	To maintain cemetery properties and preserve Milton's heritage.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Landscaping	82,300	42,400	19,200	20,700		
Transfers	1,440	742	336	362		
Expenditures Total	**83,740**	**43,142**	**19,536**	**21,062**		
Funding						
Revenue	40,598		19,536	21,062		
Reserves / Res. Funds	43,142	43,142				
Funding Total	**83,740**	**43,142**	**19,536**	**21,062**		

Capital Budget Details

Mill Pond Maintenance Ramp

Project	C470005
Department	Engineering Services
Service / Program	Park Preservation
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This ramp will allow equipment access for maintenance of the pond. Currently, the Town must utilize a crane to provide equipment access to the pond for milfoil removal.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	3	Savings in crane equipment rental expense due to increased accessibility of the pond.
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Facility Contracts	46,000	46,000				
Transfers	805	805				
Expenditures Total	**46,805**	**46,805**				
Funding						
Reserves / Res. Funds	46,805	46,805				
Funding Total	**46,805**	**46,805**				

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	(16,000)			(8,000)		(8,000)	
Total Expected Expenditures	(16,000)			(8,000)		(8,000)	
Total Operating Impact	**(16,000)**			**(8,000)**		**(8,000)**	

Capital Budget Details

EAB Implementation Strategy

Project	C330134
Department	Engineering Services
Service / Program	Forestry
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	NO

Description

This project will involve the removal and replacement of ash trees on Town property affected by the Emerald Ash Borer (EAB) as presented to Council through ENG-027-16.

Priority

Category	Priority	Comment
Health and Safety Issues	5	To prevent diseased trees from falling.
Cost Savings / Payback	0	
State of Good Repair	4	Reactive effort due to pest invasion.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	40,704		40,704			
Landscaping	1,297,440	1,297,440				
Transfers	23,417	22,705	712			
Expenditures Total	**1,361,561**	**1,320,145**	**41,416**			
Funding						
Revenue	41,416		41,416			
Reserves / Res. Funds	1,320,145	1,320,145				
Funding Total	**1,361,561**	**1,320,145**	**41,416**			

Capital Budget Details

Transit Bus Pads

Project	C550104
Department	Engineering Services
Service / Program	Transit
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

The transit bus pads project deals with the construction of accessible bus stop infrastructure for new transit routes in Boyne, including, but not limited to, accessible landing pads/pathways, bus stop signage, scheduling information, and other pertinent transit amenities.

Priority

Category	Priority	Comment
Health and Safety Issues	4	Meeting accessibility standards and regulations and providing barrier-free connections to/from transit.
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	2	Accessible stops for new routes in Boyne.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Landscaping	243,730	24,373	24,373	24,373	73,119	97,492
Transfers	4,270	427	427	427	1,281	1,708
Expenditures Total	**248,000**	**24,800**	**24,800**	**24,800**	**74,400**	**99,200**
Funding						
Revenue	12,400	1,240	1,240	1,240	3,720	4,960
Development Charges	223,200	22,320	22,320	22,320	66,960	89,280
Capital Provision	12,400	1,240	1,240	1,240	3,720	4,960
Funding Total	**248,000**	**24,800**	**24,800**	**24,800**	**74,400**	**99,200**

Capital Budget Details

Automatic Vehicle Location

Project	C550106
Department	Engineering Services
Service / Program	Transit
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	NO

Description

This project includes the purchase of additional subcomponents as part of an Intelligent Transportation System/Automated Vehicle Location solution for continuous Milton Transit system modernization. Procurement of these subcomponents are made through the Metrolinx Transit Procurement Initiative and include hardware and software for passenger counting systems and advanced passenger information systems to provide further ridership data capturing and reporting. This project operates in parallel with the Accessibility for Ontarians with Disabilities Act legislated automated next stop and pre-board announcement system.

This project has applied for funding under the new Public Transit Infrastructure Fund and will only proceed if the application is successful.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	4	Complies with Integrated Accessibility Standards Regulation 191/11 under the Accessibility for Ontarians with Disabilities Act.
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	107,930	107,930				
Transfers	1,889	1,889				
Expenditures Total	**109,819**	**109,819**				
Funding						
Revenue	55,855	55,855				
Grants / Subsidies	53,964	53,964				
Funding Total	**109,819**	**109,819**				

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	7,440	2,480		2,480		2,480	
Total Expected Expenditures	7,440	2,480		2,480		2,480	
Total Operating Impact	**7,440**	**2,480**		**2,480**		**2,480**	

Capital Budget Details

Transit Support Vehicles - Replacement

Project	C560121
Department	Engineering Services
Service / Program	Transit Fleet Replacement
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This expenditure is required to replace the SUV, T102, and Compact Pick-Up, T101, both purchased in 2010 with a 7 year replacement cycle.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	5	These vehicles are on a 7 year replacement cycle.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	175,174	56,534				118,640
Transfers	3,065	989				2,076
Expenditures Total	**178,239**	**57,523**				**120,716**
Funding						
Reserves / Res. Funds	178,239	57,523				120,716
Funding Total	**178,239**	**57,523**				**120,716**

Capital Budget Details

Transit Bus

Project	C570101
Department	Engineering Services
Service / Program	Transit Fleet Growth
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	YES

Description

This program includes the purchase of buses to accommodate service needs and service expansion over time and with growth in the community. Funding is to purchase two (2), new 12 metre, low-floor transit buses to service Boyne.

The Public Transit Infrastructure Fund is a new cost-shared application-based funding program that will provide contributions of up to 50% of eligible expenditures from the federal government. This project will only proceed if the application is successful.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	To meet service growth demands for conventional / accessible service.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	8,259,885	1,101,318	550,659	1,101,318	3,303,954	2,202,636
Transfers	144,550	19,273	9,637	19,273	57,819	38,548
Expenditures Total	**8,404,435**	**1,120,591**	**560,296**	**1,120,591**	**3,361,773**	**2,241,184**
Funding						
Revenue	1,107,557	7,159		108,516	325,548	666,334
Reserves / Res. Funds	2,403,449		156,943	449,301	1,347,903	449,302
Development Charges	561,675	74,890	37,445	74,890	224,670	149,780
Capital Provision	3,659,130	487,884	243,942	487,884	1,463,652	975,768
Grants / Subsidies	672,624	550,658	121,966			
Funding Total	**8,404,435**	**1,120,591**	**560,296**	**1,120,591**	**3,361,773**	**2,241,184**

See following page for Operating Impacts

Transit Bus

Operating Impact	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Transfers to Own Funds	177,604			88,802		88,802	
Purchased Services	473,931			205,601		268,330	
Fleet Expenses	349,049			151,596		197,453	
Total Expected Expenditures	1,000,584			445,999		554,585	
Expected Revenues							
Recoveries and Donations	(140,983)			(53,279)		(87,704)	
User Fees and Service Charges	(167,367)			(63,250)		(104,117)	
Total Expected Revenues	(308,350)			(116,529)		(191,821)	
Total Operating Impact	**692,234**			**329,470**		**362,764**	

Capital Budget Details

Transit Support Vehicles

Project	C570108
Department	Engineering Services
Service / Program	Transit Fleet Growth
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	YES

Description

As a result of the contract extension with PW Transit, as identified in ENG-021-16, one additional on-road supervisory support vehicle will be procured in 2017 to support on-road supervision.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	2	Growth in the service contract with PW Transit has triggered the requirement of an on-road supervisory vehicle.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	62,106	62,106				
Transfers	1,087	1,087				
Expenditures Total	**63,193**	**63,193**				
Funding						
Development Charges	63,193	63,193				
Funding Total	**63,193**	**63,193**				

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Transfers to Own Funds	17,744			8,872		8,872	
Total Expected Expenditures	17,744			8,872		8,872	
Total Operating Impact	**17,744**			**8,872**		**8,872**	

Operating Budget Details

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
ENGINEERING SERVICES									
OPERATIONS									
EXPENDITURES									
Salaries and Benefits	$4,270,057	$4,710,126	$4,800,847	$77,157	$4,878,004	$113,894		$4,991,898	5%
Administrative	$15,844	$38,553	$27,835	$5,875	$33,710	$3,000		$36,710	32%
Transfers to Own Funds	$1,270,539	$1,203,947	$1,203,947	$49,480	$1,253,427	$116,475		$1,369,902	14%
Purchased Goods	$1,665,901	$1,667,643	$1,667,642	$24,851	$1,692,493	($3,854)		$1,688,639	1%
Purchased Services	$5,310,909	$5,292,775	$5,327,798	$263,050	$5,590,848	$182,801	$612,916	$6,386,582	20%
Fleet Expenses	$1,011,131	$906,114	$990,602	$26,523	$1,017,125	$54,624		$1,071,749	8%
Reallocated Expenses	$2,863,100	$2,716,436	$2,716,436	$443,076	$3,159,512			$3,159,496	16%
Total EXPENDITURES	$16,407,481	$16,535,594	$16,735,107	$890,012	$17,625,119	$466,940	$612,916	$18,704,976	12%
REVENUE									
Financing Revenue	($107,868)	($163,402)	($163,402)	$38,685	($124,717)		($10,000)	($134,717)	(18%)
Recoveries and Donations	($2,241,764)	($2,564,299)	($2,564,299)	($334,185)	($2,898,484)			($2,898,484)	13%
User Fees and Service Charges	($979,683)	($795,864)	($795,864)	($11,113)	($806,977)	($4,867)		($811,844)	2%
Reallocated Revenue	($3,133,252)	($3,092,696)	($3,097,085)	($404,186)	($3,501,271)	$22,000		($3,479,271)	12%
Total REVENUE	($6,462,567)	($6,616,261)	($6,620,650)	($710,799)	($7,331,449)	$17,133	($10,000)	($7,324,316)	11%
Total OPERATIONS	**$9,944,914**	**$9,919,333**	**$10,114,457**	**$179,213**	**$10,293,670**	**$484,073**	**$602,916**	**$11,380,660**	**13%**
TRANSIT									
EXPENDITURES									
Salaries and Benefits	$204,016	$211,242	$211,242	$4,980	$216,222			$216,222	2%
Administrative	$8,807	$11,278	$11,278	$1,047	$12,325			$12,325	9%
Financial	$1,504								
Transfers to Own Funds	$518,565	$673,297	$673,297	$82,048	$755,345	$176,527		$931,872	38%
Purchased Goods	$12,084	$12,578	$12,578		$12,578			$12,578	
Purchased Services	$3,324,893	$3,445,609	$3,474,435	($437,111)	$3,037,324	$216,942	$223,757	$3,478,023	(4%)
Fleet Expenses	$443,176	$479,955	$538,075	$711,845	$1,249,920	$138,324	$54,008	$1,442,252	168%
Reallocated Expenses	$47,158	$69,414	$69,414	$1,106	$70,520			$70,520	2%
Total EXPENDITURES	$4,560,203	$4,903,373	$4,990,319	$363,915	$5,354,234	$531,793	$277,765	$6,163,792	21%
REVENUE									
Financing Revenue	($581,790)	($581,790)	($581,790)	($281,395)	($863,185)		-150,000	($1,013,185)	48%
Grants	($20,000)	($3,154)							
Recoveries and Donations	($349,849)	($363,111)	($363,111)	$25,548	($337,563)	($20,589)	($6,289)	($364,441)	
User Fees and Service Charges	($837,399)	($964,282)	($949,282)	($61,206)	($1,010,488)	($45,976)	($17,693)	($1,074,157)	13%
Total REVENUE	($1,789,038)	($1,912,337)	($1,894,183)	($317,053)	($2,211,236)	($66,565)	($173,982)	($2,451,783)	22%
Total TRANSIT	**$2,771,165**	**$2,991,036**	**$3,096,136**	**$46,862**	**$3,142,998**	**$465,228**	**$103,783**	**$3,712,009**	**20%**
INFRASTRUCTURE MANAGEMENT									
EXPENDITURES									
Salaries and Benefits	$1,201,684	$1,391,614	$1,437,878	$95,465	$1,533,343			$1,533,343	7%
Administrative	$19,374	$21,150	$23,150	$3,885	$27,035	$249		$27,284	18%
Financial				77,005	77,005			$77,005	
Transfers to Own Funds		$262,434							
Purchased Goods	$80,423	$45,823	$45,823	($2)	$45,821			$45,821	-
Purchased Services	$1,519,803	$1,769,555	$1,748,575	$95,246	$1,843,821	$8,109		$1,771,928	1%
Reallocated Expenses	$8,850	$13,625	$13,625	($1,231)	$12,394			$12,394	(9%)
Total EXPENDITURES	$2,830,134	$3,504,201	$3,269,051	$270,368	$3,539,419	$8,358	-80,000	$3,467,775	6%
REVENUE									
Financing Revenue	($618,517)	($611,404)	($607,404)	($41,984)	($649,388)			($649,388)	7%
Recoveries and Donations	($126,235)	($25,848)	($25,848)	($483)	($26,331)			($26,330)	2%
User Fees and Service Charges	($236,483)	($380,397)	($210,623)	($30,793)	($241,416)			($241,416)	15%
Total REVENUE	($981,235)	($1,017,649)	($843,875)	($73,260)	($917,135)			($917,134)	9%
Total INFRASTRUCTURE MANAGEMENT	**$1,848,899**	**$2,486,552**	**$2,425,176**	**$197,108**	**$2,622,284**	**$8,359**	**-80,000**	**$2,550,641**	**5%**

Operating Budget Details

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
DEVELOPMENT ENGINEERING									
EXPENDITURES									
Salaries and Benefits	$1,390,129	$1,473,742	$1,497,358	$114,927	$1,612,285	$10,529		$1,622,814	8%
Administrative	$28,571	$31,653	$31,653	$6,310	$37,963	$235		$38,198	21%
Purchased Goods	$19	$1,036	$1,036		$1,036			$1,036	
Purchased Services	$609,440	$11,430	$12,500	($3,724)	$8,776			$8,776	(30%)
Total EXPENDITURES	$2,028,159	$1,517,861	$1,542,547	$117,513	$1,660,060	$10,764		$1,670,824	8%
REVENUE									
Financing Revenue	($20,921)	($91,740)	($91,740)	$17,019	($74,721)			($74,721)	(19%)
User Fees and Service Charges	($1,456,234)	($1,248,590)	($1,248,590)	($21,488)	($1,270,078)	($11,050)		($1,281,129)	3%
Reallocated Revenue	($204,125)	($214,116)	($214,116)	$5,703	($208,413)			($208,413)	(3%)
Total REVENUE	($1,681,280)	($1,554,446)	($1,554,446)	$1,234	($1,553,212)	($11,050)		($1,564,263)	1%
Total DEVELOPMENT ENGINEERING	**$346,879**	**($36,585)**	**($11,899)**	**$118,747**	**$106,848**	**($286)**		**$106,561**	**(996%)**
ENGINEERING SERVICES ADMINISTRATION									
EXPENDITURES									
Salaries and Benefits	$427,870	$425,739	$425,739	($35,939)	$389,800			$389,800	(8%)
Administrative	$6,107	$5,730	$9,730	$57	$9,787			$9,787	1%
Purchased Goods	$11,957	$14,400	$14,400	$1,600	$16,000			$16,000	11%
Purchased Services	$658,515	$762,418	$784,467	($430,897)	$353,570			$353,570	(55%)
Total EXPENDITURES	$1,104,449	$1,208,287	$1,234,336	($465,179)	$769,157			$769,157	(38%)
REVENUE									
Financing Revenue	($123,896)	($126,496)	($126,496)	$7,613	($118,883)			($118,883)	(6%)
User Fees and Service Charges	($1,160)								
Total REVENUE	($125,056)	($126,496)	($126,496)	$7,613	($118,883)			($118,883)	(6%)
Total ENGINEERING SERVICES ADMINISTRATION	**$979,393**	**$1,081,791**	**$1,107,840**	**($457,566)**	**$650,274**			**$650,274**	**(41%)**
TOTAL LEVY REQUIREMENTS	**$15,891,245**	**$16,442,125**	**$16,731,707**	**$84,364**	**$16,816,071**	**$957,372**	**$626,698**	**$18,400,140**	**10%**

SERVICE LEVEL CHANGE

Department Engineering Services

Division Operations

Program Repairs to Crossbuck Fences

DESCRIPTION OF SERVICE

To replace cedar support posts damaged from grass trimming, vandalism and other weather elements. This work will include painting of support posts, capping and aesthetic boarding. The cost of this work will be offset through a transfer from the Perpetual Maintenance Reserve Fund, and will have a net zero effect on the budget. The purpose of this fund is to provide financial support for the long term care of infrastructure built by developers that will need to be maintained by the Town in future years.

Staffing Impacts

	2017	2018	2019
Staff Complement Impact (Number of FTE's)			
Full-time			
Part-time			
Contract			
Casual			
Total Impact	-	-	-

Financial Impacts

	2017	2018	2019
Expenditures			
Purchased Services	10,000	10,000	10,000
Revenues			
Financing Revenue	(10,000)	(10,000)	(10,000)
Net Cost	-	-	-

SERVICE LEVEL CHANGE

Department Engineering Services

Division Operations

Program Maintaining Town Owned Vacant Lands

DESCRIPTION OF SERVICE

Performing rough cut maintenance of town owned lands that were previously maintained through agricultural agreements. This entails two cuts per season, trimming not included. The proposed sites are the Milton Education Village lands, future cemetery at Lower Base Line and Henderson Road, Lower Base Line lands and future fire station 5 lands.

Staffing Impacts

	2017	2018	2019
Staff Complement Impact (Number of FTE's)			
Full-time			
Part-time			
Contract			
Casual			
Total Impact	**-**	**-**	**-**

Financial Impacts

	2017	2018	2019
Expenditures			
Purchased Services	18,000	18,000	18,000
Revenues			
Net Cost	**18,000**	**18,000**	**18,000**

SERVICE LEVEL CHANGE

Department Engineering Services

Division Operations

Program Passive Weed Control

DESCRIPTION OF SERVICE

The weed growth within parks, open space and road right of ways creates aesthetically unpleasant results, which manifests itself into a perception by the public as a lack of maintenance. This change in service level will control the weeds by increasing cutting cycles (from one cut per week to a projected three cuts per week), fertilization, aeration, and over-seeding.

Staffing Impacts

	2017	2018	2019
Staff Complement Impact (Number of FTE's)			
Full-time			
Part-time			
Contract			
Casual			
Total Impact	-	-	-

Financial Impacts

	2017	2018	2019
Expenditures			
Purchased Services	428,185	428,185	428,185
Revenues			
Net Cost	**428,185**	**428,185**	**428,185**

SERVICE LEVEL CHANGE

Department Engineering Services

Division Operations

Program Increased Cleaning of Portable Washrooms in Parks

DESCRIPTION OF SERVICE

Due to the increase of parks and open space use, as well as requests from the public, portable washroom cleaning will include an additional cleaning per week.

Staffing Impacts

	2017	2018	2019
Staff Complement Impact (Number of FTE's)			
Full-time			
Part-time			
Contract			
Casual			
Total Impact	**-**	**-**	**-**

Financial Impacts

	2017	2018	2019
Expenditures			
Purchased Services	6,335	6,335	6,335
Revenues			
Net Cost	**6,335**	**6,335**	**6,335**

SERVICE LEVEL CHANGE

Department Engineering Services

Division Operations

Program Additional Roadside Brushing

DESCRIPTION OF SERVICE

Additional brushing due to the increased vegetation canopy over the road right of ways, along with clearing trees impacting road shoulders and drainage capabilities. The opening of canopies allows for the road surface to stabilize, along with reducing issues during inclement weather related events.

Staffing Impacts

	2017	2018	2019
Staff Complement Impact (Number of FTE's)			
Full-time			
Part-time			
Contract			
Casual			
Total Impact	**-**	**-**	**-**

Financial Impacts

	2017	2018	2019
Expenditures			
Purchased Services	100,000	100,000	100,000
Revenues			
Net Cost	**100,000**	**100,000**	**100,000**

SERVICE LEVEL CHANGE

Department Engineering Services

Division Operations

Program Pathway Maintenance and Repairs

DESCRIPTION OF SERVICE

The pathway infrastructure in older surveys is deteriorating, causing tripping hazards and other safety concerns. This increase in service will allow for repairs as well as removing and replacing small sections of the pathways.

Staffing Impacts

	2017	2018	2019
Staff Complement Impact (Number of FTE's)			
Full-time			
Part-time			
Contract			
Casual			
Total Impact	-	-	-

Financial Impacts

	2017	2018	2019
Expenditures			
Purchased Services	30,000	30,000	30,000
Revenues			
Net Cost	**30,000**	**30,000**	**30,000**

SERVICE LEVEL CHANGE

Department Engineering Services

Division Operations

Program Windrow Program - Expansion to Rural Area

DESCRIPTION OF SERVICE

Windrows created by snow plows block driveways and are difficult to remove, particularly for the town's elder citizens. The Town currently runs a program to remove these for a select number of residents. This program would be increased to remove windrows from the driveways of 25 additional residences located in the rural area.

Staffing Impacts

	2017	2018	2019
Staff Complement Impact (Number of FTE's)			
Full-time			
Part-time			
Contract			
Casual			
Total Impact	**-**	**-**	**-**

Financial Impacts

	2017	2018	2019
Expenditures			
Purchased Services	20,400	20,400	20,400
Revenues			
Net Cost	**20,400**	**20,400**	**20,400**

SERVICE LEVEL CHANGE

Department Engineering Services

Division Transit

Program Extension of Transit Service into Evening

DESCRIPTION OF SERVICE

In Council Report ENG-020-16 Let's Talk Transit Survey Results, later service into the evening was identified as one of the top three service priorities by respondents. This service level change will extend transit services to approximately 11:00 pm, Monday to Friday, effective September 4, 2017.

Staffing Impacts

	2017	2018	2019
Staff Complement Impact (Number of FTE's)			
Full-time	-	-	-
Part-time	-	-	-
Contract	-	-	-
Casual	-	-	-
Total Impact	**-**	**-**	**-**

Financial Impacts

	2017	2018	2019
Expenditures			
Purchased Services	73,757	216,282	220,557
Fleet Expenses	54,008	162,025	165,265
Revenues			
Recoveries and Donations	(6,289)	(19,245)	(20,015)
User Fees and Service Charges	(17,693)	(54,140)	(56,305)
			0
Net Cost	**103,783**	**304,922**	**309,502**

SERVICE LEVEL CHANGE

Department Engineering Services

Division Transit

Program Pilot Extension of the Transit Service to Campbellville

DESCRIPTION OF SERVICE

This funding is for a pilot program to extend the transit service to Campbellville for a four (4) month period. The program is to be investigated through the development of a business plan and subsequent report to Council prior to implementation of the service. It is intended the pilot program will be funded from a one-time transfer from the Slot Reserve Fund.

Staffing Impacts

	2017	2018	2019
Staff Complement Impact (Number of FTE's)			
Full-time			
Part-time			
Contract			
Casual			
Total Impact	**0.00**	**0.00**	**0.00**

Financial Impacts

	2017	2018	2019
Expenditures			
Purchased Services	150,000		
Revenues			
Transfer from Reserve	(150,000)		
Net Cost	**-**	**-**	**-**

SERVICE LEVEL CHANGE

Department Engineering Services

Division Traffic Control

Program Bike Lanes

DESCRIPTION OF SERVICE

The approved reduction in funding will eliminate the bike lane markings program for 2017. As a result, there will be no new bike lanes implemented in established neighbourhoods and bike lanes will only be developed in conjunction with new development.

Staffing Impacts

	2017	2018	2019
Staff Complement Impact (Number of FTE's)			
Full-time			
Part-time			
Contract			
Casual			
Total Impact	**0.00**	**0.00**	**0.00**

Financial Impacts

	2017	2018	2019
Expenditures			
Purchased Services	(80,002)		
Revenues			
Net Cost	**(80,002)**	**-**	**-**

COMMUNITY SERVICES

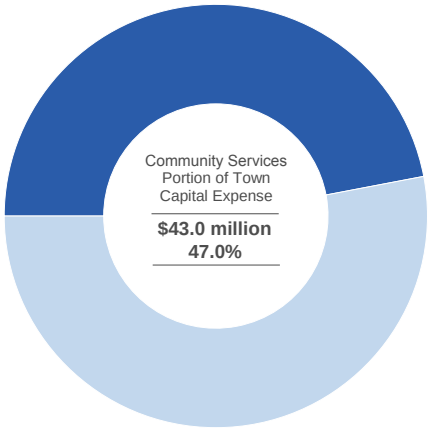
2017 Town of Milton Approved Capital and Operating Budget

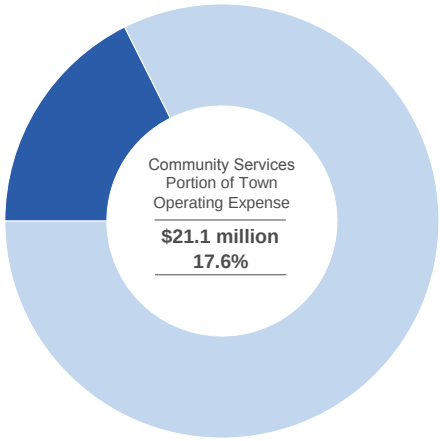
9

Department Overview

Community Services

The Community Services Department connects people with progressive places and positive experiences. The department encourages all residents of Milton to embrace active and healthy lifestyles through the delivery of quality recreation, parks and cultural services with a spirit of community.





Recreation and Facilities

- Plans, develops and implements programs for pre-school and school age children, youth, adults and older adults, through direct Town delivery and in partnership with community organizations.
- Manages the operation of all Town owned facilities.
- Plans, manages and delivers the capital program for all parks and facilities.
- Manages facility lease agreements.
- Provides energy management oversight and reporting for all properties.
- Provides input into the review, conditions of approval, securities and inspections associated with the parks and open space of all development applications.

Culture and Community Investment

- Engages with community based organizations who deliver arts, cultural, sport and recreation programs and events.
- Allocates space, schedules and permits for all indoor and outdoor facilities.
- Manages the Milton Centre for the Arts (MCA).
- Coordinates the delivery of Town supported events.
- Manages customer service and food concessions.
- Engages business clients to invest in customized sponsorship and advertising opportunities.
- Provides long term planning and business intelligence data for sport needs, recreation programs and cultural services.
- Facilitates resident access to recreation through a range of fees assistance programs.
- Facilitates the involvement of volunteers within the department.

Capital Budget Details

Description	Page	Expenditures	Revenue	Reserves / Res. Funds	Development Charges	Capital Provision	Grants / Subsidies	Debentures	Recoveries / Donations
Community Services									
Parks Redevelopment									
C510108 Tennis Court Upgrades	231	984,485		489,485				495,000	
C510131 New Campbellville Park Redevelopment	233	84,192		84,192					
C510167 Park Shelters	235	111,282		111,282					
C510168 Portable Washroom Enclosures	237	245,292		245,292					
Total Parks Redevelopment		1,425,251		930,251				495,000	
Parks Growth									
C520102 Parkland Dedication Bench Mark Update	238	39,120		39,120					
C520103 Playground Growth	239	70,811	3,965		35,689				31,157
C521122 Community Park South Sherwood-Willmott	240	2,709,942		132,593	2,386,685	132,594			58,070
C525071 Harrison Park (Harrison Park 2B South West)	243	460,875	23,043		414,788	23,044			
Total Parks Growth		3,280,748	27,008	171,713	2,837,162	155,638			89,227
Trails Redevelopment									
C530101 Implementation Trails Master Plan	245	65,974	65,974						
Total Trails Redevelopment		65,974	65,974						
Trails Growth									
C540002 New Trail Development	246	201,759	10,088		181,583	10,088			
C540109 Willmott Pipeline Easement	248	77,419	3,871		69,677	3,871			
Total Trails Growth		279,178	13,959		251,260	13,959			
Facilities Redevelopment Civic									
C581100 Corporate Office Furniture & Equipment	250	87,869	87,869						
C581127 Civic Facilities Improvements	251	554,818		554,818					
C581130 Heritage Property Restoration	252	112,105		112,105					
C581149 Accessibility Improvements	253	47,444	47,444						
Total Facilities Redevelopment Civic		802,236	135,313	666,923					
Facilities Redevelop Recreation									
C582100 Seniors Centre Asset Restorations	254	32,753		32,753					
C582105 Leisure Centre Upgrades	255	463,123		463,123					
C582124 Rotary Park Community Centre	256	14,916		14,916					
C582134 Memorial Arena Facility Improvements	257	186,209	16,789	169,420					
C582145 Community Halls Facility Improvements	258	56,101		56,101					
C582147 John Tonelli Sports Centre Facility Improvements	259	253,375	7,123	246,252					
C582148 Milton Sports Centre Facility Improvements	260	209,640	55,962	153,678					
Total Facilities Redevelop Recreation		1,216,117	79,874	1,136,243					
Facilities Redevelop Arts/Cultural									
C583101 Milton Centre for the Arts Facility Improvements	261	100,050		100,050					
Total Facilities Redevelop Arts/Cultural		100,050		100,050					
Facilities Redevelopment Fire									
C587111 Fire Station #1 Redevelopment	263	2,054,719		1,027,359	1,027,360				
C587114 Fire Halls Facility Improvements	264	63,288		63,288					
Total Facilities Redevelopment Fire		2,118,007		1,090,647	1,027,360				
Facilities Growth Recreation									
C592208 Sherwood Community Centre	265	27,822,758		126,758	24,778,599	1,376,636		1,250,000	290,765
C592212 Indoor Soccer - Air Supported	267	221,963	11,099		199,764	11,100			
Total Facilities Growth Recreation		28,044,721	11,099	126,758	24,978,363	1,387,736		1,250,000	290,765
Facilities Growth Fire									
C597401 New Fire Station - Boyne(#5)	268	582,489			582,489				
Total Facilities Growth Fire		582,489			582,489				
Facilities Growth Library									
C598000 Library - New Branch Buildings	269	5,089,949		59,488	4,580,964	254,497		195,000	
Total Facilities Growth Library		5,089,949		59,488	4,580,964	254,497		195,000	
Total Community Services		**43,004,720**	**333,227**	**4,282,073**	**34,257,598**	**1,811,830**		**1,940,000**	**379,992**

Capital Budget Details

Tennis Court Upgrades

Project	C510108
Department	Community Services
Service / Program	Parks Redevelopment
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	NO

Description

Construction of the Milton Tennis Club was completed in 2002 after being relocated from the club's original home on Childs Drive. Construction was completed by a local developer in coordination with the Milton Tennis Club and the Town. Over the past few years the court has been showing signs of wear and tear and the Town has completed resurfacing works to ensure the courts remain in a safe and operational condition. As part of resurfacing works in 2011, it became evident that the site was holding water below the surface and that the courts may be affected by on site sub-surface drainage conditions. The budget includes the 2017 reconstruction of the existing eight (8) tennis courts at the Milton Tennis Club to address sub-surface drainage conditions and coincides with the five year lease renewal with the club.

Priority

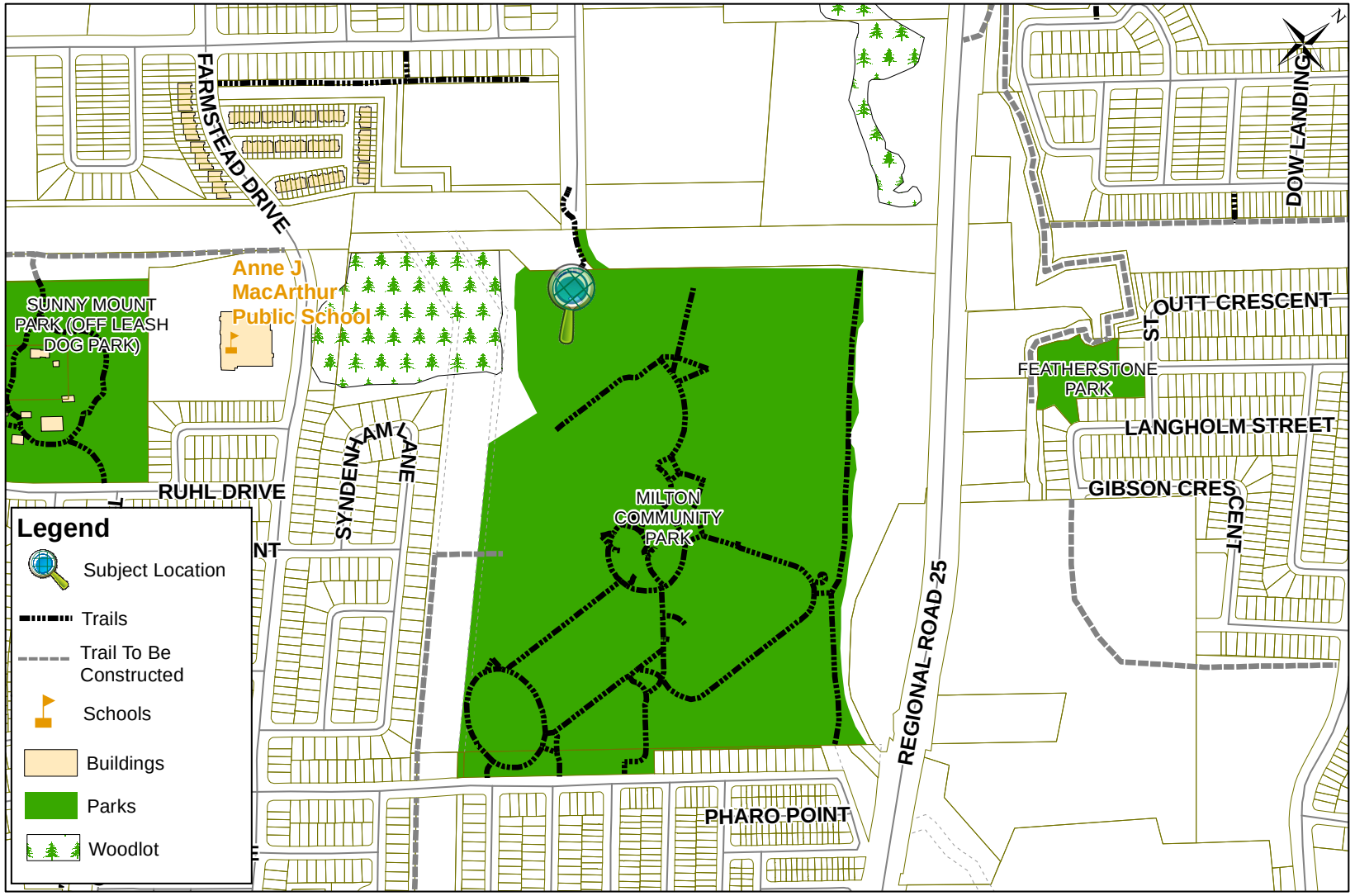
Category	Priority	Comment
Health and Safety Issues	5	Current courts are uneven with a heavily worn playing surface impacting on health and safety of participants.
Cost Savings / Payback	0	
State of Good Repair	3	Upgrade a well utilized community asset.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	88,988	88,988				
Professional Fees	59,580	59,580				
Landscaping	767,750	767,750				
Transfers	68,167	68,167				
Expenditures Total	**984,485**	**984,485**				
Funding						
Reserves / Res. Funds	489,485	489,485				
Debentures	495,000	495,000				
Funding Total	**984,485**	**984,485**				

Capital Budget Details

Tennis Court Upgrades - Community Park



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Capital Budget Details

New Campbellville Park Redevelopment

Project	C510131
Department	Community Services
Service / Program	Parks Redevelopment
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Project includes the design and re-development of New Campbellville Park. Park redevelopment projects are prioritized through the Parks Redevelopment Framework. Park may include ball field, sports lighting, play area, parking area, site furnishings, park pavilion, grading and drainage improvements and planting. Park program to be confirmed through public consultation process and trend data from the Community Services Master Plan process. Park design to be completed in 2017 and park re-development to begin in 2018.

Priority

Category	Priority	Comment
Health and Safety Issues	3	Aging facilities that are worn out and need repair/replacement.
Cost Savings / Payback	0	
State of Good Repair	4	Assets are heavily used and at the end of their life cycle.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	106,387	58,174	48,213			
Landscaping	616,428		616,428			
Transfers	62,649	26,018	36,631			
Expenditures Total	**785,464**	**84,192**	**701,272**			
Funding						
Revenue	601,272		601,272			
Reserves / Res. Funds	184,192	84,192	100,000			
Funding Total	**785,464**	**84,192**	**701,272**			

Capital Budget Details

New Campbellville Park Redevelopment

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Capital Budget Details

Park Shelters

Project	C510167
Department	Community Services
Service / Program	Parks Redevelopment
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Project includes the design and implementation of a park shelter at Beaty Neighbourhood Park North to provide shade near the existing play ground and spray pad areas. Beaty Neighbourhood Park is currently the only neighbourhood level park that does not have a park shelter.

Priority

Category	Priority	Comment
Health and Safety Issues	4	New park shelter will provide shade relief for park users.
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	8,698	8,698				
Professional Fees	6,000	6,000				
Landscaping	76,980	76,980				
Transfers	19,604	19,604				
Expenditures Total	**111,282**	**111,282**				
Funding						
Reserves / Res. Funds	111,282	111,282				
Funding Total	**111,282**	**111,282**				

Capital Budget Details

Park Shelters

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Capital Budget Details

Portable Washroom Enclosures

Project	C510168
Department	Community Services
Service / Program	Parks Redevelopment
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Project includes the design and implementation of enclosures at various parks that rely on portable washrooms to service the sites. The project builds on the success of enclosures installed at a few pilot sites over the past couple of years, including Brian Best Park, Bronte Meadows Park and Kinsmen Park. Benefits include the elimination of dead turf underneath the portable toilets, the provision of stable & level surfaces that enclosures can be anchored to so they can no longer be knocked over and an overall improved aesthetic within the parks.

Priority

Category	Priority	Comment
Health and Safety Issues	4	New enclosures will prevent portable washrooms from being knocked over.
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	20,121	20,121				
Professional Fees	5,000	5,000				
Landscaping	201,210	201,210				
Transfers	18,961	18,961				
Expenditures Total	**245,292**	**245,292**				
Funding						
Reserves / Res. Funds	245,292	245,292				
Funding Total	**245,292**	**245,292**				

Capital Budget Details

Parkland Dedication Bench Mark Update

Project	C520102
Department	Community Services
Service / Program	Parks Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Review and update of all parkland dedication benchmark land values utilized for calculating cash-in-lieu of parkland conveyance. The benchmark update is to be completed on a 3 year cycle.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	4	To ensure land values reflect current conditions.
State of Good Repair	0	
Growth Related Need	4	To meet the needs of growing community.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	106,616	26,654			26,654	53,308
Transfers	49,864	12,466			12,466	24,932
Expenditures Total	**156,480**	**39,120**			**39,120**	**78,240**
Funding						
Reserves / Res. Funds	156,480	39,120			39,120	78,240
Funding Total	**156,480**	**39,120**			**39,120**	**78,240**

Capital Budget Details

Playground Growth

Project	C520103
Department	Community Services
Service / Program	Parks Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Program to implement new playground equipment to meet current CSA standards on Town and school property as per previous agreements between the Town and School Boards or their School Councils. Projects are funded 56/44 between the Town and parent school council based upon Town of Milton Council approved policy. Anne J. MacArthur Public School has submitted a letter of interest to partner with the Town in 2017.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	To provide outdoor recreation space and facilities to accomodate growth.
Service Enhancement	0	
Project Tied to Another Jurisdiction	3	Project is 56/44 funded between the Town and parent school council.

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	5,000	5,000				
Landscaping	741,869	54,765	62,464	62,464	374,784	187,392
Transfers	133,069	11,046	11,093	11,093	66,558	33,279
Expenditures Total	**879,938**	**70,811**	**73,557**	**73,557**	**441,342**	**220,671**
Funding						
Revenue	49,274	3,965	4,119	4,119	24,714	12,357
Development Charges	443,492	35,689	37,073	37,073	222,438	111,219
Recoveries / Donations	387,172	31,157	32,365	32,365	194,190	97,095
Funding Total	**879,938**	**70,811**	**73,557**	**73,557**	**441,342**	**220,671**

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	4,718			2,359		2,359	
Total Expected Expenditures	4,718			2,359		2,359	
Total Operating Impact	**4,718**			**2,359**		**2,359**	

Capital Budget Details

Community Park South Sherwood-Willmott

Project	C521122
Department	Community Services
Service / Program	Parks Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Project is for a Community Park in Sherwood Survey, located north of union gas pipeline easement next to the Milton Sports Centre. Design is based upon public consultation undertaken in 2015, and information identified in the Community Services Master Plan update. Park facilities will include festival/event field, natural amphitheatre, family/group picnic areas, park shelters, site furnishings, lighting, utility servicing pedestrian walkways, and naturalized and formal plantings. Construction to be implemented in 2017 in coordination with Union Gas pipeline construction.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	Parks Master Plan and Sherwood Secondary Plan are in place to support park development.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	228,119	228,119				
Professional Fees	126,177	126,177				
Landscaping	2,119,260	2,119,260				
Transfers	236,386	236,386				
Expenditures Total	**2,709,942**	**2,709,942**				
Funding						
Reserves / Res. Funds	132,593	132,593				
Development Charges	2,386,685	2,386,685				
Capital Provision	132,594	132,594				
Recoveries / Donations	58,070	58,070				
Funding Total	**2,709,942**	**2,709,942**				

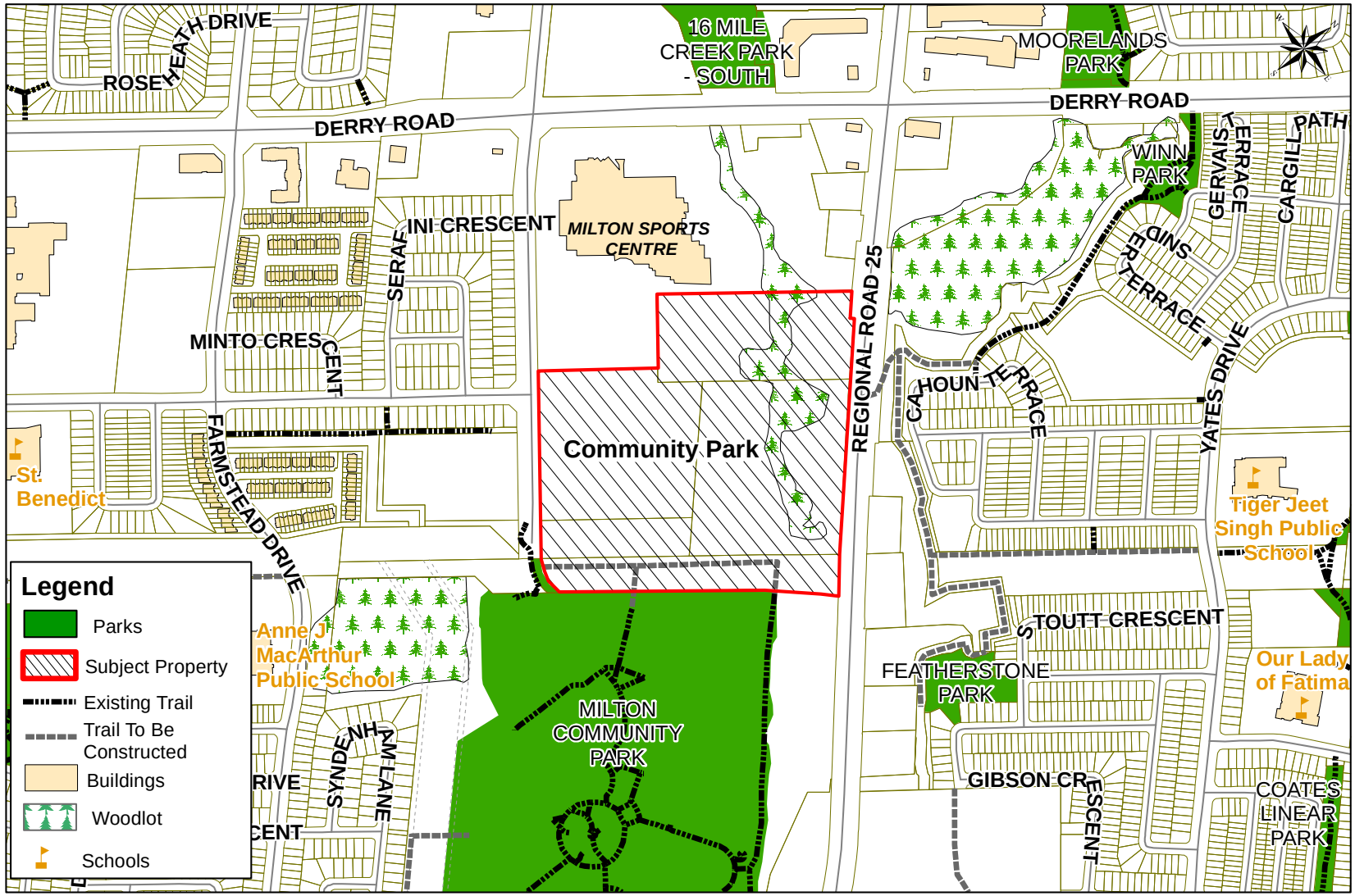
See following page for Operating Impacts

Community Park South Sherwood-Willmott

Operating Impact	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	97,476			48,738		48,738	
Total Expected Expenditures	97,476			48,738		48,738	
Total Operating Impact	**97,476**			**48,738**		**48,738**	

Capital Budget Details

Community Park South Sherwood-Willmott



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Capital Budget Details

Harrison Park (Harrison Park 2B South West)

Project	C525071
Department	Community Services
Service / Program	Parks Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Project includes the construction of Harrison Village Square 2B South West in 2017. Park may include play area, park pavillion, asphalt walkways with lighting, site furniture and plantings.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	Provision of park amenities to growth neighbourhoods.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

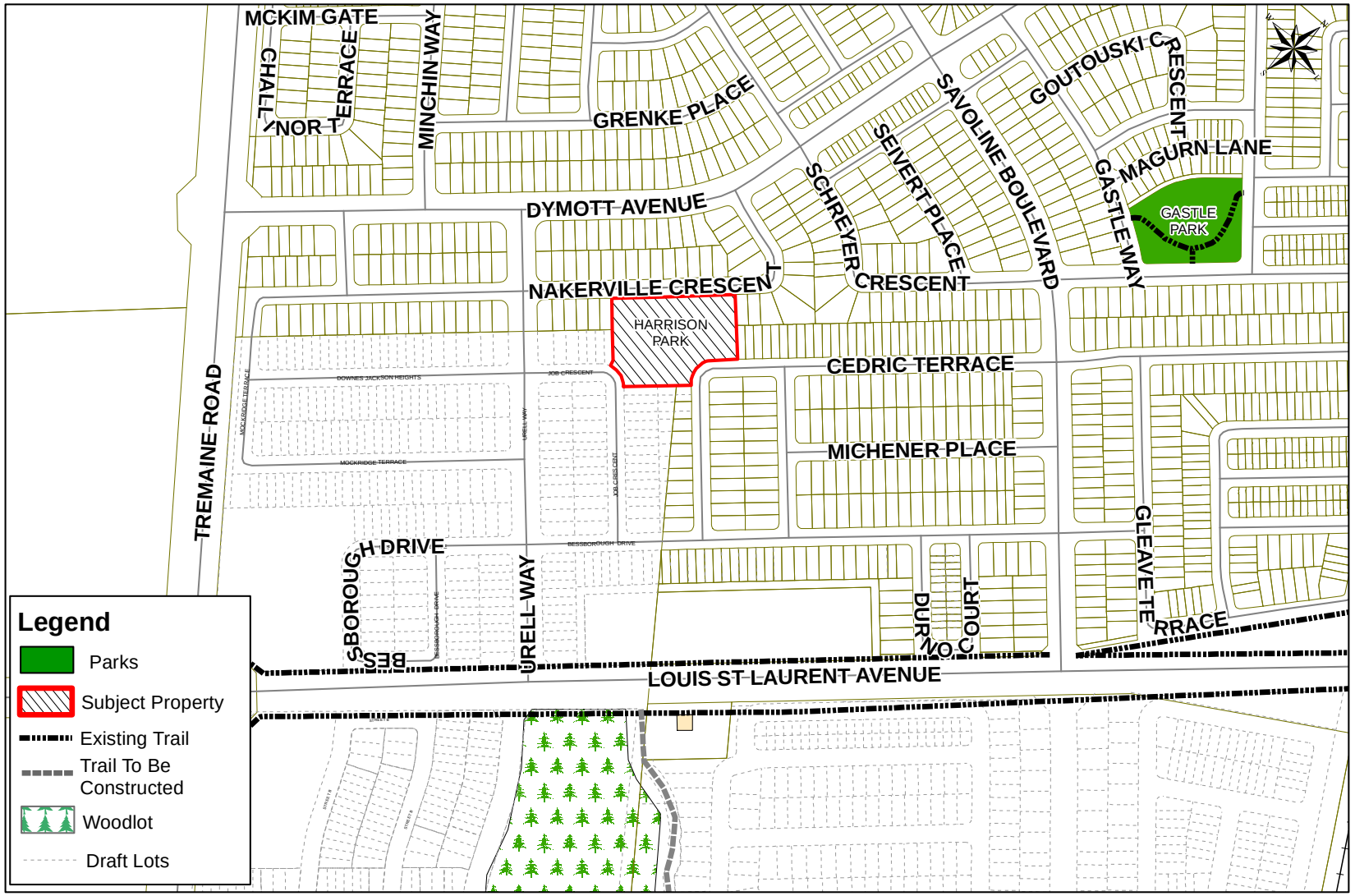
	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	36,979	36,979				
Professional Fees	30,923	30,923				
Landscaping	364,785	364,785				
Transfers	28,188	28,188				
Expenditures Total	**460,875**	**460,875**				
Funding						
Revenue	23,043	23,043				
Development Charges	414,788	414,788				
Capital Provision	23,044	23,044				
Funding Total	**460,875**	**460,875**				

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	22,144			11,072		11,072	
Total Expected Expenditures	22,144			11,072		11,072	
Total Operating Impact	**22,144**			**11,072**		**11,072**	

Capital Budget Details

Harrison Park (Harrison Park 2B South West)



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Capital Budget Details

Implementation Trails Master Plan

Project	C530101
Department	Community Services
Service / Program	Trails Redevelopment
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Continued implementation of initiatives as outlined in both the 2014 Trails and Cycling Master Plan Update and the 2014 Cycling Participation Strategy. Project may include wayfinding signage, bike racks and site furnishings.

Priority

Category	Priority	Comment
Health and Safety Issues	3	To maintain trail user safety.
Cost Savings / Payback	0	
State of Good Repair	4	Trails Master Plan defines program needs to maintain and restore the trail assets.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Landscaping	215,990	42,590			86,700	86,700
Transfers	56,418	23,384			16,517	16,517
Expenditures Total	**272,408**	**65,974**			**103,217**	**103,217**
Funding						
Revenue	272,408	65,974			103,217	103,217
Funding Total	**272,408**	**65,974**			**103,217**	**103,217**

Capital Budget Details

New Trail Development

Project	C540002
Department	Community Services
Service / Program	Trails Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Design and construction of the Clarke and Beaty Neighbourhood tributary trails between Eadie Drive and Laurier Avenue.

Design of the trail within the Union Gas Pipeline corridor in Bristol known as the Shellrock section between Yates Drive and the 16 Mile Creek trail. The work includes a 3.0 m wide lit asphalt trail with site furniture and landscaping.

Priority

Category	Priority	Comment
Health and Safety Issues	3	Provision of recreational trails to keep community residents active.
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	Provision of recreational trails within new growth areas.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

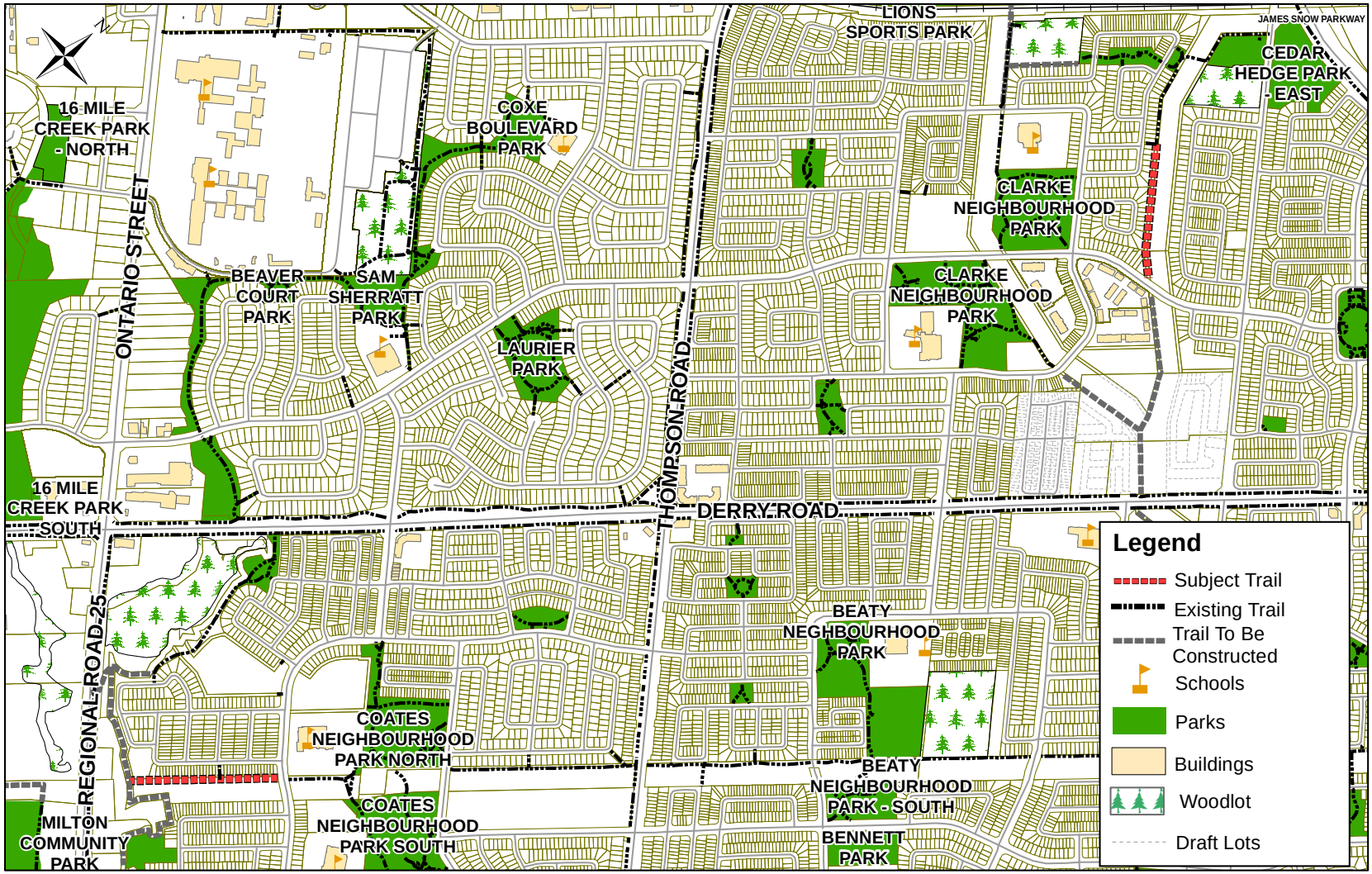
	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	83,412	9,985	24,949	48,478		
Professional Fees	150,000	54,420	25,500	70,080		
Landscaping	834,121	99,850	249,487	484,784		
Transfers	108,353	37,504	18,983	51,866		
Expenditures Total	**1,175,886**	**201,759**	**318,919**	**655,208**		
Funding						
Revenue	58,794	10,088	15,946	32,760		
Development Charges	1,058,297	181,583	287,027	589,687		
Capital Provision	58,795	10,088	15,946	32,761		
Funding Total	**1,175,886**	**201,759**	**318,919**	**655,208**		

Operating Impact

	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	600			300		300	
Total Expected Expenditures	600			300		300	
Total Operating Impact	**600**			**300**		**300**	

Capital Budget Details

New Trail Development



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Capital Budget Details

Willmott Pipeline Easement

Project	C540109
Department	Community Services
Service / Program	Trails Growth
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Design of Willmott Neighbourhood Pipeline Trails between Bronte Street and Farmstead Drive in 2017. Construction of trails planned for 2018.

Priority

Category	Priority	Comment
Health and Safety Issues	3	Promote active and healthy lifestyles.
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	As per Trails Master Plan and the Sherwood Survey Secondary Plan.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	91,671	46,476	45,195			
Landscaping	460,916		460,916			
Transfers	69,930	30,943	38,987			
Expenditures Total	**622,517**	**77,419**	**545,098**			
Funding						
Revenue	31,126	3,871	27,255			
Development Charges	560,265	69,677	490,588			
Capital Provision	31,126	3,871	27,255			
Funding Total	**622,517**	**77,419**	**545,098**			

Capital Budget Details

Willmott Pipeline Easement

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Capital Budget Details

Corporate Office Furniture & Equipment

Project	C581100
Department	Community Services
Service / Program	Facilities Redevelopment Civic
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

This project includes the replacement and updating of office and building furniture for the following departments: Executive Services, Corporate Services, Community Services and Planning and Development.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	4	Office furniture and accessories to meet staffing needs.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	602,110	62,110	50,000	50,000	180,000	260,000
Professional Fees	6,000	6,000				
Transfers	83,209	19,759	5,875	5,875	21,150	30,550
Expenditures Total	**691,319**	**87,869**	**55,875**	**55,875**	**201,150**	**290,550**
Funding						
Revenue	691,319	87,869	55,875	55,875	201,150	290,550
Funding Total	**691,319**	**87,869**	**55,875**	**55,875**	**201,150**	**290,550**

Capital Budget Details

Civic Facilities Improvements

Project	C581127
Department	Community Services
Service / Program	Facilities Redevelopment Civic
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	NO

Description

Civic facilities are municipally owned and highly used facilities. At 555 Industrial Drive, the 2017 budget includes design work leading to a necessary overhaul of the building envelope crucial for the asset's long term well-being and value. In addition, that building's HVAC roof top units and exhaust fans are at the end of their life span and due for replacement. At the Town Hall, the garage door and associated equipment is also scheduled for replacement.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	5	Replacement of various building components and equipment that are at end of their useful life.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	580,341	39,600	196,374	49,376	142,380	152,611
Professional Fees	548,037	223,000	20,181	59,250	127,105	118,501
Facility Contracts	3,731,196	240,941	1,963,737	312,728	422,564	791,226
Landscaping	1,032,306			181,026	657,999	193,281
Transfers	445,410	51,277	134,817	35,229	77,653	146,434
Expenditures Total	**6,337,290**	**554,818**	**2,315,109**	**637,609**	**1,427,701**	**1,402,053**
Funding						
Revenue	2,566,205		501,888	345,221	1,030,562	688,534
Reserves / Res. Funds	3,771,085	554,818	1,813,221	292,388	397,139	713,519
Funding Total	**6,337,290**	**554,818**	**2,315,109**	**637,609**	**1,427,701**	**1,402,053**

Capital Budget Details

Heritage Property Restoration

Project	C581130
Department	Community Services
Service / Program	Facilities Redevelopment Civic
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	NO

Description

An aperture has opened up in the Wilmott Farmhouse's existing roof and a temporary patch repair has been applied. It is recommended to replace the roof that is already at the end of its life which will continue to preserve the heritage building and prevent potential damages. The roof work will include the eaves, soffits and fascias.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	5	End of life roof replacement.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	7,500	7,500				
Professional Fees	9,000	9,000				
Facility Contracts	75,000	75,000				
Transfers	20,605	20,605				
Expenditures Total	**112,105**	**112,105**				
Funding						
Reserves / Res. Funds	112,105	112,105				
Funding Total	**112,105**	**112,105**				

Capital Budget Details

Accessibility Improvements

Project	C581149
Department	Community Services
Service / Program	Facilities Redevelopment Civic
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

As a result of the 2015 Accessibility Audit of Town facilities, opportunities to improve accessibility through the installation of tactile warning surfaces were identified at several locations.

Priority

Category	Priority	Comment
Health and Safety Issues	4	Installation of tactile warning surfaces.
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	73,702	2,000	7,628	7,628	22,884	33,562
Professional Fees	60,358	3,000	6,102	6,102	18,306	26,848
Facility Contracts	504,550	26,500	50,850	50,850	152,550	223,800
Transfers	311,328	15,944	31,640	31,640	94,920	137,184
Expenditures Total	**949,938**	**47,444**	**96,220**	**96,220**	**288,660**	**421,394**
Funding						
Revenue	949,938	47,444	96,220	96,220	288,660	421,394
Funding Total	**949,938**	**47,444**	**96,220**	**96,220**	**288,660**	**421,394**

Capital Budget Details

Seniors Centre Asset Restorations

Project	C582100
Department	Community Services
Service / Program	Facilities Redevelop Recreation
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

The Milton Seniors' Activity Centre is a well used facility and several improvements are required to benefit the patrons of the facility. The carpet in the library has reached the end of its useful life requiring replacement, and plumbing modifications in the kitchen will improve the function of the space which will enhance the lunch and event services the Centre provides. Additional plumbing upgrades are required in the washrooms to replace worn fixtures and improve ease of use.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	4	Minor interior upgrades and replacement of aging assets.
Growth Related Need	0	
Service Enhancement	4	Upgrades to kitchen in support of event services and lunch counter.
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	45,765		3,051	4,068	15,255	23,391
Professional Fees	54,916		3,661	4,881	18,306	28,068
Facility Contracts	441,885	30,000	30,510	40,680	106,785	233,910
Transfers	11,725	2,753	651	869	2,457	4,995
Expenditures Total	**554,291**	**32,753**	**37,873**	**50,498**	**142,803**	**290,364**
Funding						
Revenue	521,538		37,873	50,498	142,803	290,364
Reserves / Res. Funds	32,753	32,753				
Funding Total	**554,291**	**32,753**	**37,873**	**50,498**	**142,803**	**290,364**

Capital Budget Details

Leisure Centre Upgrades

Project	C582105
Department	Community Services
Service / Program	Facilities Redevelop Recreation
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

To maintain the Milton Leisure Centre in a state of good repair, staff are recommending localized replacement of the exterior wall system on the gym wing and east side of the building as it is at the end of its life cycle and beginning to deteriorate. The metal stairs leading to the pool slide are showing signs of corrosion and are in need of repair. Town staff are also recommending minor interior improvements to various areas within the facility to address components that are showing signs of wear, such as sinks, counters, building finishes and improvements to the customer service counter to gain additional lobby space for the customers and improve security of Town equipment.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	5	Upgrade and replacement of facility components.
Growth Related Need	0	
Service Enhancement	3	Updating front counter will give more space in lobby and improved customer traffic flow.
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	217,370	36,300	51,300	22,120	29,594	78,056
Professional Fees	174,496	23,000	41,697	17,699	23,676	68,424
Facility Contracts	1,476,102	365,601	347,814	51,867	197,298	513,522
Landscaping	152,550			95,598		56,952
Transfers	214,934	38,222	49,714	20,677	27,665	78,656
Expenditures Total	**2,235,452**	**463,123**	**490,525**	**207,961**	**278,233**	**795,610**
Funding						
Revenue	872,806		174,238	156,064	160,393	382,111
Reserves / Res. Funds	1,362,646	463,123	316,287	51,897	117,840	413,499
Funding Total	**2,235,452**	**463,123**	**490,525**	**207,961**	**278,233**	**795,610**

Capital Budget Details

Rotary Park Community Centre

Project	C582124
Department	Community Services
Service / Program	Facilities Redevelop Recreation
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

Due to normal wear and tear in this park location, replacement of aging eavestroughs and downspouts is required to protect the building and foundation from water damage.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	4	Replacement of aging assets to protect building from water damage.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	24,159	1,200		2,522	17,494	2,943
Professional Fees	26,627			2,102	20,994	3,531
Facility Contracts	227,297	12,000		21,020	174,954	19,323
Landscaping	10,107					10,107
Transfers	38,808	1,716		10,649	24,375	2,068
Expenditures Total	**326,998**	**14,916**		**36,293**	**237,817**	**37,972**
Funding						
Revenue	148,998			36,293	95,774	16,931
Reserves / Res. Funds	178,000	14,916			142,043	21,041
Funding Total	**326,998**	**14,916**		**36,293**	**237,817**	**37,972**

Capital Budget Details

Memorial Arena Facility Improvements

Project	C582134
Department	Community Services
Service / Program	Facilities Redevelop Recreation
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

As a result of the 2015 Facilities Audit, it is recommended that several components of the buildings electrical system that are at the end of their useful life be replaced in 2017 including the original transformer and various panels and disconnects. In order to meet customer expectations, aging banquet tables that have reached the end of their useful life require replacement.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	4	Update and upgrade electrical components and replace furniture.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	318,116	12,408	19,220	4,729	256,436	25,323
Furniture, Fixtures & Equipment	16,500	16,500				
Professional Fees	258,481	14,890	14,401	3,783	205,148	20,259
Facility Contracts	2,111,163	113,740	89,496	31,527	1,707,577	168,823
Landscaping	48,986	10,340	38,646			
Transfers	303,095	18,331	16,991	4,421	239,680	23,672
Expenditures Total	**3,056,341**	**186,209**	**178,754**	**44,460**	**2,408,841**	**238,077**
Funding						
Revenue	517,607	16,789	178,754	44,460	187,278	90,326
Reserves / Res. Funds	2,538,734	169,420			2,221,563	147,751
Funding Total	**3,056,341**	**186,209**	**178,754**	**44,460**	**2,408,841**	**238,077**

Capital Budget Details

Community Halls Facility Improvements

Project	C582145
Department	Community Services
Service / Program	Facilities Redevelop Recreation
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

In order to maintain the Nassagaweya Community Centre in a state of good repair, several windows have been identified for replacement to improve energy efficiency and maintain the integrity of the building envelope.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	2	To improve energy efficiency and replace aging building components.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	39,081	3,930	14,797	1,388	14,237	4,729
Professional Fees	34,448	4,715	11,837	1,666	12,447	3,783
Facility Contracts	294,855	39,292	101,947	13,884	108,205	31,527
Transfers	44,322	8,164	14,483	1,962	15,292	4,421
Expenditures Total	**412,706**	**56,101**	**143,064**	**18,900**	**150,181**	**44,460**
Funding						
Revenue	222,092		54,780	18,900	103,952	44,460
Reserves / Res. Funds	190,614	56,101	88,284		46,229	
Funding Total	**412,706**	**56,101**	**143,064**	**18,900**	**150,181**	**44,460**

Capital Budget Details

John Tonelli Sports Centre Facility Improvements

Project	C582147
Department	Community Services
Service / Program	Facilities Redevelop Recreation
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

The existing brine/ammonia chiller has reached the end of its service life and is scheduled for replacement in 2017 to avoid service interruption. Deterioration of the foundation blocks and masonry of the building envelope and the accessibility ramp to Bronte Meadows Park require localized repairs and drainage improvement to prevent further damage. In order to meet customer expectations, aging banquet tables that have reached the end of their useful life require replacement.

Priority

Category	Priority	Comment
Health and Safety Issues	4	The condition of the accessibility ramp's stability could be a safety hazard.
Cost Savings / Payback	0	
State of Good Repair	4	Ice rink chiller is due for a life cycle replacement and the building envelope is in need of repair.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	62,564	18,250	9,905	9,646	6,561	18,202
Furniture, Fixtures & Equipment	7,000	7,000				
Professional Fees	76,355	22,900	11,886	11,575	6,251	23,743
Facility Contracts	615,797	180,000	99,047	96,460	58,247	182,043
Transfers	78,766	25,225	12,277	11,956	7,220	22,088
Expenditures Total	**840,482**	**253,375**	**133,115**	**129,637**	**78,279**	**246,076**
Funding						
Revenue	264,348	7,123		118,617	28,701	109,907
Reserves / Res. Funds	576,134	246,252	133,115	11,020	49,578	136,169
Funding Total	**840,482**	**253,375**	**133,115**	**129,637**	**78,279**	**246,076**

Capital Budget Details

Milton Sports Centre Facility Improvements

Project	C582148
Department	Community Services
Service / Program	Facilities Redevelop Recreation
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

A localized roof study at transition areas is required to identify areas of potential water infiltration and to complete associated repairs. Several areas throughout the building require localized tile repairs and grading refinements are required at the north entrance to improve drainage away from the building. In order to meet customer expectations, banquet tables and exterior furniture that have reached the end of their useful life require replacement.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	4	Asset maintenance and replacement of aging furniture.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	295,923	11,100	8,513	1,344	103,298	171,668
Furniture, Fixtures & Equipment	59,759	55,000				4,759
Professional Fees	359,227	22,200	10,215	1,612	123,957	201,243
Facility Contracts	2,836,759	66,000	85,131	13,440	1,013,456	1,658,732
Landscaping	55,972	10,000			19,530	26,442
Transfers	347,678	45,340	14,502	2,289	115,285	170,262
Expenditures Total	**3,955,318**	**209,640**	**118,361**	**18,685**	**1,375,526**	**2,233,106**
Funding						
Revenue	1,712,194	55,962	118,361	18,685	467,330	1,051,856
Reserves / Res. Funds	2,243,124	153,678			908,196	1,181,250
Funding Total	**3,955,318**	**209,640**	**118,361**	**18,685**	**1,375,526**	**2,233,106**

Capital Budget Details

Milton Centre for the Arts Facility Improvements

Project	C583101
Department	Community Services
Service / Program	Facilities Redevelop Arts/Cultural
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

The acquisitions of various technical components, such as audio amplifiers, would add business efficiency, improve customer service and enhance technical capabilities. In addition, staff recommends the installation of room divider curtains in the studios allowing for effective use of facility space and creating additional programming opportunities.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	3	Purchase of theatre equipment would save on equipment rentals and setup time.
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	3	Curtain dividers in the studios would maximize the use of the centre's space.
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	28,585	7,700	5,630			15,255
Furniture, Fixtures & Equipment	134,221	77,065	6,306			50,850
Professional Fees	25,062	6,000	756			18,306
Facility Contracts	151,700		50,000			101,700
Transfers	37,147	9,285	9,717			18,145
Expenditures Total	**376,715**	**100,050**	**72,409**			**204,256**
Funding						
Revenue	174,965		72,409			102,556
Reserves / Res. Funds	201,750	100,050				101,700
Funding Total	**376,715**	**100,050**	**72,409**			**204,256**

See following page for Operating Impacts

Milton Centre for the Arts Facility Improvements

Operating Impact	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Purchased Services	(24,000)	(8,000)		(8,000)		(8,000)	
Total Expected Expenditures	(24,000)	(8,000)		(8,000)		(8,000)	
Total Operating Impact	**(24,000)**	**(8,000)**		**(8,000)**		**(8,000)**	

Capital Budget Details

Fire Station #1 Redevelopment

Project	C587111
Department	Community Services
Service / Program	Facilities Redevelopment Fire
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Fire Station #1 facilitates emergency response and serves as a training and development site for Milton Fire Department. The establishment of additional second floor space and improved training facilities are of greater need than before to ensure the Fire Department can achieve the capacity to serve the growing community. In addition, many building components have reached the end of their life cycle and are in need of replacement and upgrades, including the exterior cladding, mechanical / electrical and structural systems to meet current building code requirements.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	5	Several existing systems in the facillity have reached the end of their useful life cycle and require replacement.
Growth Related Need	4	The purpose is to provide the Fire Service with adequate infrastructure to service growth in the community.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	329,864	168,000	140,000	2,542	7,118	12,204
Furniture, Fixtures & Equipment	1,103,015	100,000	1,003,015			
Professional Fees	58,910	45,000	13,910			
Facility Contracts	2,565,506	1,666,735	660,116	25,425	91,190	122,040
Transfers	159,121	74,984	67,298	2,004	5,775	9,060
Expenditures Total	**4,216,416**	**2,054,719**	**1,884,339**	**29,971**	**104,083**	**143,304**
Funding						
Revenue	277,358			29,971	104,083	143,304
Reserves / Res. Funds	1,969,528	1,027,359	942,169			
Development Charges	1,969,530	1,027,360	942,170			
Funding Total	**4,216,416**	**2,054,719**	**1,884,339**	**29,971**	**104,083**	**143,304**

Capital Budget Details

Fire Halls Facility Improvements

Project	C587114
Department	Community Services
Service / Program	Facilities Redevelopment Fire
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

The exterior light poles at Fire Station #2 have deteriorated due to corrosion and require replacement.

Priority

Category	Priority	Comment
Health and Safety Issues	4	Replacement is required to ensure safety.
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	34,489	5,000	1,156		2,300	26,033
Professional Fees	35,388		1,387		2,760	31,241
Facility Contracts	344,913	50,000	11,561		23,000	260,352
Transfers	46,467	8,288	1,567		1,894	34,718
Expenditures Total	**461,257**	**63,288**	**15,671**		**29,954**	**352,344**
Funding						
Revenue	249,990		615		29,954	219,421
Reserves / Res. Funds	211,267	63,288	15,056			132,923
Funding Total	**461,257**	**63,288**	**15,671**		**29,954**	**352,344**

Capital Budget Details

Sherwood Community Centre

Project	C592208
Department	Community Services
Service / Program	Facilities Growth Recreation
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	YES

Description

Council approved the Sherwood Community Centre and Library Business Plan which allowed the project to move forward to design development which began in 2016 and is scheduled to conclude in March 2017. The site work will begin in spring of 2017 with construction to be continued through to 2018 and targeting for a facility opening in early 2019. The following amenities are included in the budget: twin pad ice arena, indoor swimming pool, concessions and multi-purpose space.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	The purpose of the facility is to respond to growing community recreational needs.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	2,398,951	1,374,202	1,024,749			
Furniture, Fixtures & Equipment	1,639,995		1,639,995			
Professional Fees	1,626,122	813,061	813,061			
Utilities	152,550	152,550				
Facility Contracts	34,628,308	24,917,949	9,710,359			
Landscaping	671,439		671,439			
Transfers	859,586	564,996	294,590			
Expenditures Total	**41,976,951**	**27,822,758**	**14,154,193**			
Funding						
Reserves / Res. Funds	238,816	126,758	112,058			
Development Charges	37,513,255	24,778,599	12,734,656			
Capital Provision	2,084,115	1,376,636	707,479			
Debentures	1,850,000	1,250,000	600,000			
Recoveries / Donations	290,765	290,765				
Funding Total	**41,976,951**	**27,822,758**	**14,154,193**			

See following page for Operating Impacts

Sherwood Community Centre

Operating Impact							
	Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures							
Salaries and Benefits	1,312,619					1,312,619	
Administrative	9,744					9,744	
Financial	34,660					34,660	
Transfers to Own Funds	127,967					127,967	
Purchased Goods	197,767					197,767	
Purchased Services	1,012,545					1,012,545	
Reallocated Expenses	21,549					21,549	
Total Expected Expenditures	2,716,851					2,716,851	
Expected Revenues							
Recoveries and Donations	(5,639)					(5,639)	
User Fees and Service Charges	(2,039,120)					(2,039,120)	
Total Expected Revenues	(2,044,759)					(2,044,759)	
Total Operating Impact	**672,092**					**672,092**	

Capital Budget Details

Indoor Soccer - Air Supported

Project	C592212
Department	Community Services
Service / Program	Facilities Growth Recreation
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

The current indoor turf centre has enjoyed tremendous success since its opening, in order to keep pace with growth and associated demand for these facilities, a second full field air supported structure is being recommended. It is anticipated that a partnership opportunity to begin design may become available in 2017, similar to the existing facility model.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	To provide indoor recreation space and facilities to accommodate growth.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	355,900		355,900			
Professional Fees	213,583	213,583				
Facility Contracts	3,610,700		3,610,700			
Transfers	149,974	8,380	141,594			
Expenditures Total	**4,330,157**	**221,963**	**4,108,194**			
Funding						
Revenue	186,508	11,099	175,409			
Development Charges	3,357,139	199,764	3,157,375			
Capital Provision	186,510	11,100	175,410			
Recoveries / Donations	600,000		600,000			
Funding Total	**4,330,157**	**221,963**	**4,108,194**			

Capital Budget Details

New Fire Station - Boyne(#5)

Project	C597401
Department	Community Services
Service / Program	Facilities Growth Fire
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	YES

Description

This project is for the design of Fire Station #5 which will be part of a shared facility housing a separate Emergency Medical Services (EMS) unit. This has been part of the Halton Region's EMS Master Plan since 2005 and the construction project has been approved in their 2016 Budget. It is recommended to commence the design in 2017 for the facility to complete by 2019 in order to address the growth in the Boyne Secondary Plan.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	As the Town continues to grow, the need for additional Fire Stations is critical to service the growing community.
Service Enhancement	0	
Project Tied to Another Jurisdiction	4	Joint project with the Region.

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	289,023	15,797	177,976	95,250		
Furniture, Fixtures & Equipment	91,239		91,239			
Professional Fees	527,717	510,712		17,005		
Facility Contracts	2,388,963		2,216,263	172,700		
Landscaping	78,073		78,073			
Transfers	149,849	55,980	83,489	10,380		
Expenditures Total	**3,524,864**	**582,489**	**2,647,040**	**295,335**		
Funding						
Development Charges	3,524,864	582,489	2,647,040	295,335		
Funding Total	**3,524,864**	**582,489**	**2,647,040**	**295,335**		

Capital Budget Details

Library - New Branch Buildings

Project	C598000
Department	Community Services
Service / Program	Facilities Growth Library
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	YES

Description

In coordination with the Sherwood Community Centre project, facility design began in 2016 and is scheduled to conclude in March 2017. Construction will begin in the spring of 2017 and completed by the end of 2018 in anticipation to open early 2019.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	The purpose of this branch is to provide services to meet a growing community's needs.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Town Administration & Contingency	1,272,668	518,778	187,236	130,060	436,594	
Furniture, Fixtures & Equipment	1,855,366		935,372		919,994	
Professional Fees	1,005,772	214,336	217,827	195,967	377,642	
Utilities	25,425	25,425				
Facility Contracts	9,203,886	4,216,482	169,659	1,591,735	3,226,010	
Landscaping	508,837		256,527		252,310	
Transfers	346,029	114,928	43,928	60,945	126,228	
Expenditures Total	**14,217,983**	**5,089,949**	**1,810,549**	**1,978,707**	**5,338,778**	
Funding						
Revenue	365,874			98,935	266,939	
Reserves / Res. Funds	150,015	59,488	90,527			
Development Charges	12,796,195	4,580,964	1,629,494	1,780,836	4,804,901	
Capital Provision	710,899	254,497	90,528	98,936	266,938	
Debentures	195,000	195,000				
Funding Total	**14,217,983**	**5,089,949**	**1,810,549**	**1,978,707**	**5,338,778**	

See following page for Operating Impacts

Library - New Branch Buildings

Operating Impact							
		Total	2017 Growth / Volume Changes	2017 Service Level Changes	2018 Growth / Volume Changes	2018 Service Level Changes	2019 Growth / Volume Changes	2019 Service Level Changes
Expected Expenditures								
Salaries and Benefits		470,148					470,148	
Administrative		4,186					4,186	
Financial		761					761	
Transfers to Own Funds		111,626					111,626	
Purchased Goods		17,558					17,558	
Purchased Services		149,055					149,055	
Reallocated Expenses		1,941					1,941	
Total	**Expected Expenditures**	755,275					755,275	
Expected Revenues								
Financing Revenue		(6,421)					(6,421)	
User Fees and Service Charges		(31,034)					(31,034)	
Total	**Expected Revenues**	(37,455)					(37,455)	
Total Operating Impact		**717,820**					**717,820**	

Operating Budget Details

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
COMMUNITY SERVICES									
PROGRAMS									
EXPENDITURES									
Salaries and Benefits	$3,765,979	$3,767,952	$3,788,688	$88,637	$3,877,325	$107,552	$22,154	$4,007,031	6%
Administrative	$25,331	$33,258	$38,029	($3,918)	$34,111	($15,289)	$500	$19,322	(49%)
Financial	$362,800	$318,276	$314,476	$5,571	$320,047	($2,294)		$317,753	1%
Transfers to Own Funds	$25,678	$26,350	$26,350	($22,000)	$4,350			$4,350	(83%)
Purchased Goods	$209,388	$226,070	$234,204	($38,356)	$195,848	$10,118	$7,110	$213,076	(9%)
Purchased Services	$453,237	$572,993	$441,452	$42,158	$483,610	$70,568	$5,700	$559,878	27%
Reallocated Expenses	$15,871	$19,125	$19,132	($462)	$18,670			$18,670	(2%)
Total EXPENDITURES	$4,858,284	$4,964,024	$4,862,331	$71,630	$4,933,961	$170,655	$35,464	$5,140,080	6%
REVENUE									
Financing Revenue	($390,587)	($278,266)	($278,266)	$3,622	($274,644)	($33,902)		($308,546)	11%
Grants	($120,912)	($128,295)	($151,795)	$70,195	($81,600)	$20,000		($61,600)	(59%)
Recoveries and Donations	($174,163)	($278,794)	($151,174)	($11,876)	($163,050)	($67,850)	($15,000)	($245,900)	63%
User Fees and Service Charges	($4,011,672)	($4,380,217)	($4,318,550)	($104,411)	($4,422,961)	($275,366)	($6,717)	($4,705,044)	9%
Total REVENUE	($4,697,334)	($5,065,572)	($4,899,785)	($42,470)	($4,942,255)	($357,118)	($21,717)	($5,321,090)	9%
Total PROGRAMS	**$160,950**	**($101,548)**	**($37,454)**	**$29,160**	**($8,294)**	**($186,463)**	**$13,747**	**($181,010)**	**383%**
RECREATION AND CULTURE FACILITES									
EXPENDITURES									
Salaries and Benefits	$4,652,077	$4,711,088	$4,831,033	$187,001	$5,018,034	$48,845		$5,066,879	5%
Administrative	$18,770	$29,029	$26,278	$3,150	$29,428			$29,428	12%
Financial	$423,541	$430,868	$439,868	($22,727)	$417,141			$417,141	(5%)
Transfers to Own Funds	$998,373	$993,729	$991,771	$26,605	$1,018,376	($3,549)		$1,014,827	2%
Purchased Goods	$702,903	$610,589	$610,589	$28,902	$639,491	($2,545)		$636,946	4%
Purchased Services	$4,044,349	$4,334,884	$4,241,034	$108,970	$4,350,004	($4,580)		$4,345,424	2%
Fleet Expenses		$4,000	$4,000		$4,000			$4,000	
Reallocated Expenses	$147,764	$189,487	$193,876	($28,688)	$165,188	($22,000)		$143,189	(26%)
Total EXPENDITURES	$10,987,777	$11,303,674	$11,338,449	$303,213	$11,641,662	$16,171		$11,657,834	3%
REVENUE									
Financing Revenue	($430,941)	($446,186)	($449,943)	$53,207	($396,736)	$4,999		($391,737)	(13%)
Grants	($1,568,570)	($917,138)	($917,175)	$79,076	($838,099)	$11,547		($826,552)	(10%)
Recoveries and Donations	($220,815)	($262,024)	($261,424)	$20,000	($241,424)			($241,424)	(8%)
User Fees and Service Charges	($5,444,932)	($5,594,922)	($5,405,656)	($152,003)	($5,557,659)	($213,492)		($5,771,151)	7%
Reallocated Revenue	($247,897)	($237,938)	($237,938)	($23,986)	($261,924)	$433		($261,491)	10%
Total REVENUE	($7,913,155)	($7,458,208)	($7,272,136)	($23,706)	($7,295,842)	($196,513)		($7,492,355)	3%
Total RECREATION AND CULTURE FACILITES	**$3,074,622**	**$3,845,466**	**$4,066,313**	**$279,507**	**$4,345,820**	**($180,342)**		**$4,165,479**	**2%**
ADMINISTRATION AND CIVIC FACILITIES									
EXPENDITURES									
Salaries and Benefits	$2,437,235	$2,554,913	$2,682,876	$68,216	$2,751,092	$37,757		$2,788,849	4%
Administrative	$23,609	$32,951	$32,951	$13,576	$46,527	$1,249		$47,776	45%
Financial	$86,721	$71,844	$56,437	$40,000	$96,437			$96,437	71%
Transfers to Own Funds	$563,822	$605,224	$605,224	$31,168	$636,392			$636,392	5%
Purchased Goods	$56,878	$52,551	$53,271	($500)	$52,771			$52,771	(1%)
Purchased Services	$707,838	$736,282	$716,447	($57,033)	$659,414	($1,000)		$658,414	(8%)
Reallocated Expenses	$44,818	$71,877	$71,877	($19,688)	$52,189			$52,188	(27%)
Total EXPENDITURES	$3,920,921	$4,125,642	$4,219,083	$75,739	$4,294,822	$38,006		$4,332,827	3%
REVENUE									
Financing Revenue	($1,377,025)	($1,523,420)	($1,523,420)	($71,613)	($1,595,033)	($33,902)		($1,628,935)	7%
Recoveries and Donations	($4,366)								
User Fees and Service Charges	($207,784)	($279,256)	($274,256)	$37,468	($236,788)	($3,250)		($240,038)	(12%)
Total REVENUE	($1,589,175)	($1,802,676)	($1,797,676)	($34,145)	($1,831,821)	($37,152)		($1,868,973)	4%
Total ADMINISTRATION AND CIVIC FACILITIES	**$2,331,746**	**$2,322,966**	**$2,421,407**	**$41,594**	**$2,463,001**	**$854**		**$2,463,854**	**2%**
TOTAL LEVY REQUIREMENTS	**$5,567,316**	**$6,066,881**	**$6,450,265**	**$350,263**	**$6,800,528**	**($365,953)**	**$13,747**	**$6,448,322**	**(0%)**

SERVICE LEVEL CHANGE

Department Community Services

Division Community Programs

Program Children & Youth - After School Kindergarten Club

DESCRIPTION OF SERVICE

Regulations in the *Child Care and Early Years Act* (formerly Day Nurseries Act) came into effect in August 2015. Under these regulations, recreation providers (including municipalities) can no longer provide afterschool programs for children for this age group for 5 days per week, unless they are licensed under the Act. To be in compliance with the new legislation, the After School Kindergarten Club will be discontinued starting in the Fall of 2017.

Staffing Impacts

	2017	2018	2019
Staff Complement Impact (Number of FTE's)			
Full-time			
Part-time	(0.11)	(0.27)	(0.27)
Contract			
Casual			
Total Impact	**(0.11)**	**(0.27)**	**(0.27)**

Financial Impacts

	2017	2018	2019
Expenditures			
Salaries and Benefits	(3,273)	(8,192)	(8,192)
Purchased Goods	0	(750)	(750)
Revenues			
User Fees and Service Charges	9,926	28,894	28,894
Net Cost	**6,653**	**19,952**	**19,952**

SERVICE LEVEL CHANGE

Department Community Services

Division Community Development

Program Halton Sport Leadership Program

DESCRIPTION OF SERVICE

The addition of funds for "Access to Recreation" will support the introduction of the Halton Sport Leadership Program in Milton. This program will be delivered in collaboration with the Halton municipalities, District School Boards, and YMCAs. It will provide the opportunity for up to 20 Milton youths facing economic hardship the opportunity to obtain nationally recognized sport leadership training certification for free. Based on a successful pilot program, participants will gain new skills and self confidence that will assist them with career planning, income potential and allow them to contribute to their community.

Staffing Impacts

	2017	2018	2019
Staff Complement Impact (Number of FTE's)			
Full-time			
Part-time	0.45	0.45	0.45
Contract			
Casual			
Total Impact	**0.45**	**0.45**	**0.45**

Financial Impacts

	2017	2018	2019
Expenditures			
Salaries and Benefits	17,831	17,831	17,831
Administrative	500	500	500
Purchased Goods	6,010	6,010	6,010
Purchased Services	5,700	5,700	5,700
Revenues			
Recoveries and Donations	(15,000)	(15,000)	(15,000)
Net Cost	**15,041**	**15,041**	**15,041**

SERVICE LEVEL CHANGE

Department Community Services

Division Community Programs

Program Sports - New Programming

DESCRIPTION OF SERVICE

Based on expressed interests and building upon success in existing sports instructional programs, Community Services will engage in new sport programs such as Learn-to-Play Cricket, Floor Hockey Skills & Drills, Volleyball Skills & Drills, and a Badminton Youth League.

Staffing Impacts

	2017	2018	2019
Staff Complement Impact (Number of FTE's)			
Full-time			
Part-time	0.21	0.21	0.21
Contract			
Casual			
Total Impact	**0.21**	**0.21**	**0.21**

Financial Impacts

	2017	2018	2019
Expenditures			
Salaries and Benefits	7,595	7,595	7,595
Purchased Goods	1,100	100	100
Revenues			
User Fees and Service Charges	(16,642)	(16,642)	(16,642)
Net Cost	**(7,947)**	**(8,947)**	**(8,947)**

PLANNING AND DEVELOPMENT

2017 Town of Milton Approved Capital and Operating Budget

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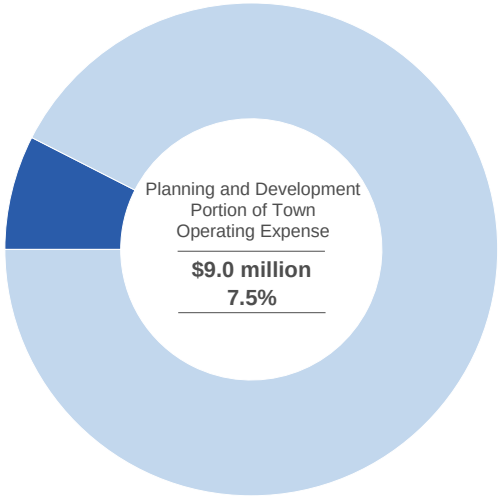
Department Overview

Planning and Development

The Planning and Development Department provides advice to Council and the community as a whole with respect to the management of growth through the formulation and implementation of effective policy and evaluation of development proposals and building permits.



Planning Services

- Develop and administer land use planning policy through the Town's Official Plan and Secondary Plans to support the implementation of growth and development.
- Respond to emerging provincial and regional policy directions.
- Cultural heritage planning.
- Urban design.
- Sustainability and environmental planning.
- Population projections and demographic information.
- Administer and evaluate development applications.

Building Services

- Implement Provincial statutes including the *Ontario Building Code Act* and the Ontario Building Code.
- Review and approve plans and specifications for proposed construction and issue related permits.
- Conduct inspections and respond to customer inquiries.
- Implement and enforce various municipal by-laws.

Operating Budget Details

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
PLANNING AND DEVELOPMENT									
PLANNING SERVICES									
EXPENDITURES									
Salaries and Benefits	$1,870,651	$1,876,490	$1,967,774	$45,130	$2,012,904	$52,877		$2,065,781	5%
Administrative	$31,703	$50,522	$54,522	$1,245	$55,767	$425		$56,192	3%
Purchased Goods	$19,912	$23,850	$23,850		$23,850			$23,850	
Purchased Services	$178,409	$185,230	$159,300	($55,181)	$104,119			$104,119	(35%)
Total EXPENDITURES	$2,100,675	$2,136,092	$2,205,446	($8,806)	$2,196,640	$53,302		$2,249,942	2%
REVENUE									
Financing Revenue	($350,137)	($383,801)	($383,801)	($114,881)	($498,682)			($498,682)	30%
Recoveries and Donations	($5,926)								
User Fees and Service Charges	($1,352,441)	($1,209,501)	($1,255,865)	($42,337)	($1,298,202)	($11,385)		($1,309,587)	4%
Total REVENUE	($1,708,504)	($1,593,302)	($1,639,666)	($157,218)	($1,796,884)	($11,385)		($1,808,269)	10%
Total PLANNING SERVICES	**$392,171**	**$542,790**	**$565,780**	**($166,024)**	**$399,756**	**$41,917**		**$441,673**	**(22%)**
BUILDING SERVICES									
EXPENDITURES									
Salaries and Benefits	$2,648,043	$3,078,515	$3,078,515	$480,676	$3,559,191			$3,559,191	16%
Administrative	$90,344	$144,437	$144,437	$4,395	$148,832	($11,852)		$136,980	(5%)
Financial	($28)								
Transfers to Own Funds						$1,011,166		$1,011,166	
Purchased Goods	$10,224	$8,500	$8,500		$8,500	$1,000		$9,500	12%
Purchased Services	$22,591	$29,050	$31,910	($10,032)	$21,878			$21,878	(31%)
Reallocated Expenses	$1,516,297	$1,816,279	$1,816,279	$108,722	$1,925,001	$89,125		$2,014,126	11%
Total EXPENDITURES	$4,287,470	$5,076,783	$5,079,643	$583,757	$5,663,400	$1,089,440		$6,752,840	33%
REVENUE									
Financing Revenue	($110,557)	($2,434,679)	($704,023)	($583,331)	($1,287,354)	$1,287,354			(100%)
User Fees and Service Charges	($4,176,913)	($2,642,104)	($4,375,620)	($426)	($4,376,046)	($2,376,794)		($6,752,840)	54%
Total REVENUE	($4,287,470)	($5,076,783)	($5,079,643)	($583,757)	($5,663,400)	($1,089,440)		($6,752,840)	33%
Total BUILDING SERVICES									**(150%)**
TOTAL LEVY REQUIREMENTS	**$392,175**	**$542,788**	**$565,778**	**($166,020)**	**$399,758**	**$41,917**		**$441,675**	**(22%)**

LIBRARY SERVICES

2017 Town of Milton Approved Capital and Operating Budget

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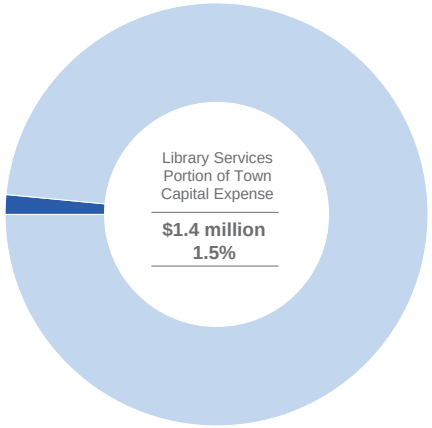
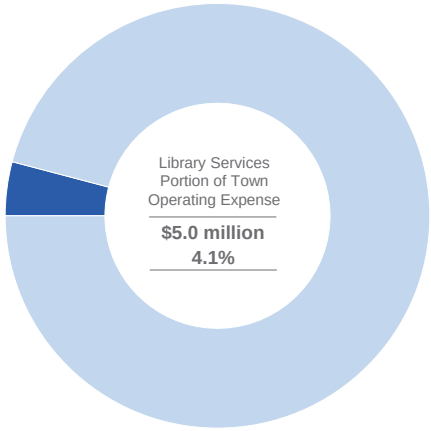
Department Overview

The Milton Public Library

The Milton Public Library reports to the Milton Public Library Board (MPLB) with operations overseen by the Chief Executive Officer, Leslie Fitch. The Milton Public Library (MPL) system provides the community with resources, materials, programs and services to support and encourage life-long learning at the Main Library and Beaty Branch locations. The MPLB is a formal policy-setting group that sets goals and objectives to





- Provides circulation services through the check-out / check-in functions, re-shelving materials, registering and orienting new library patrons, receiving of fines and other fees, and conducting inter-library loans with other libraries.
- Provides information services through reference work, reader's advisory, and planning and executing programs for children, teens and adults.
- Monitors and manages the collections' growth and condition. Provides technical services to order, receive, track, process, catalogue and repair all materials in the system.
- Administers maintenance and updates to the Library database and website and manages the wide area network as well as all system computers and their associated software and services, including the library catalogue servers, the phone system, the firewall, the e-mail and voice mail servers, the web page and e-resources.
- Provides support for the Library Board, short and long term planning, budgeting, staff management, facility management, records management, labour / management issues, marketing and strategic communications / public relations.

Capital Budget Details

Description	Page	Expenditures	Revenue	Reserves / Res. Funds	Development Charges	Capital Provision	Grants / Subsidies	Debentures	Recoveries / Donations
Library									
Library									
C800100 Automation Replacement	283	75,825		75,825					
C800103 Collection - New	284	931,586		46,580	838,427	46,579			
C800121 Collection - Replacement	285	341,718		341,718					
C801310 Library Service Delivery Strategy	286	40,440		7,707	32,733				
C801311 Furniture Replacement	287	25,275		25,275					
Total Library		1,414,844		497,105	871,160	46,579			
Total Library		**1,414,844**		**497,105**	**871,160**	**46,579**			

Capital Budget Details

Automation Replacement

Project	C800100
Department	Library
Service / Program	Library
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

To continue cyclical replacement of essential equipment including, computers, printers and network infrastructure. In addition, funds will be used to replace patron computers and implement PC reservation software at the Main Library.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	4	Orderly replacement of necessary equipment.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	1	Milton Public Library share of Halinet server responsibilities.

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	757,600	75,000	41,000	79,700	250,300	311,600
Transfers	8,335	825	451	877	2,754	3,428
Expenditures Total	**765,935**	**75,825**	**41,451**	**80,577**	**253,054**	**315,028**
Funding						
Reserves / Res. Funds	765,935	75,825	41,451	80,577	253,054	315,028
Funding Total	**765,935**	**75,825**	**41,451**	**80,577**	**253,054**	**315,028**

Capital Budget Details

Collection - New

Project	C800103
Department	Library
Service / Program	Library
Version	Capital Forecast
Year	2017
Flexible	NO
Growth	YES

Description

To build expanded library collections for the Sherwood Branch. The collection will be purchased over two years and be ready for the facility opening in 2019.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	5	Expanded collection to meet growth.
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	4,607,248	921,450	921,450		1,842,900	921,448
Transfers	50,680	10,136	10,136		20,272	10,136
Expenditures Total	**4,657,928**	**931,586**	**931,586**		**1,863,172**	**931,584**
Funding						
Reserves / Res. Funds	232,900	46,580	46,580		93,160	46,580
Development Charges	4,192,134	838,427	838,427		1,676,854	838,426
Capital Provision	232,894	46,579	46,579		93,158	46,578
Funding Total	**4,657,928**	**931,586**	**931,586**		**1,863,172**	**931,584**

Capital Budget Details

Collection - Replacement

Project	C800121
Department	Library
Service / Program	Library
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

To replace and/or refresh the Library collection including books, recordings and videos.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	4	To replace and/or refresh the Library collection in order to maintain relevance for the community.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	4,154,000	338,000	345,000	352,000	1,183,000	1,936,000
Transfers	45,694	3,718	3,795	3,872	13,013	21,296
Expenditures Total	**4,199,694**	**341,718**	**348,795**	**355,872**	**1,196,013**	**1,957,296**
Funding						
Reserves / Res. Funds	4,199,694	341,718	348,795	355,872	1,196,013	1,957,296
Funding Total	**4,199,694**	**341,718**	**348,795**	**355,872**	**1,196,013**	**1,957,296**

Capital Budget Details

Library Service Delivery Strategy

Project	C801310
Department	Library
Service / Program	Library
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	YES

Description

Milton Public Library (MPL) is planning to hire a consultant to look at innovative and non-standard delivery options for the Library. This will include the presentation and business case for certain operating models as well as the capital and operating costs relating to the proposed models. As the community continues to grow, MPL needs to explore innovative and cost effective options for service delivery to supplement the existing physical locations.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	0	
Growth Related Need	4	To allow the library to better service a growing community through innovation.
Service Enhancement	4	To enhance the service level of the Library's delivery options.
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Professional Fees	40,000	40,000				
Transfers	440	440				
Expenditures Total	**40,440**	**40,440**				
Funding						
Reserves / Res. Funds	7,707	7,707				
Development Charges	32,733	32,733				
Funding Total	**40,440**	**40,440**				

Capital Budget Details

Furniture Replacement

Project	C801311
Department	Library
Service / Program	Library
Version	Capital Forecast
Year	2017
Flexible	YES
Growth	NO

Description

To replace existing furniture at the Main Library that has reached the end of its lifespan after approximately six years of wear and tear.

Priority

Category	Priority	Comment
Health and Safety Issues	0	
Cost Savings / Payback	0	
State of Good Repair	4	Orderly replacement of library furniture.
Growth Related Need	0	
Service Enhancement	0	
Project Tied to Another Jurisdiction	0	

Budget

	Total	2017	2018	2019	2020 - 2022	2023 - 2026
Expenditures						
Furniture, Fixtures & Equipment	25,000	25,000				
Transfers	275	275				
Expenditures Total	**25,275**	**25,275**				
Funding						
Reserves / Res. Funds	25,275	25,275				
Funding Total	**25,275**	**25,275**				

Operating Budget Details

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
LIBRARY									
EXPENDITURES									
Salaries and Benefits	$2,833,907	$2,914,876	$2,974,876	$89,391	$3,064,267	$7,162	$14,576	$3,086,005	4%
Administrative	$23,843	$27,195	$27,195	$2,030	$29,225			$29,225	7%
Financial	$2,454	$2,634	$2,634	$415	$3,049			$3,049	16%
Transfers to Own Funds	$952,164	$904,536	$904,536	($160,158)	$744,378	$69,271		$813,649	(10%)
Purchased Goods	$135,124	$150,758	$150,758	$8,532	$159,290			$159,290	6%
Purchased Services	$443,219	$591,151	$518,016	$79,233	$597,249	$1,000		$598,249	15%
Reallocated Expenses	$202,021	$206,766	$206,766	$36,215	$242,981			$242,981	18%
Total EXPENDITURES	$4,592,732	$4,797,916	$4,784,781	$55,658	$4,840,439	$77,433	$14,576	$4,932,448	3%
REVENUE									
Financing Revenue	($43,467)	($44,578)	($44,578)	($3,422)	($48,000)			($48,000)	8%
Taxation									
Grants	($80,443)	($132,679)	($57,554)	($75,125)	($132,679)			($132,679)	131%
Recoveries and Donations	($36,954)	($22,500)	($22,500)	$8,300	($14,200)			($14,200)	(37%)
User Fees and Service Charges	($145,756)	($137,450)	($137,450)	($5,450)	($142,900)			($142,900)	4%
Total REVENUE	($306,620)	($337,207)	($262,082)	($75,697)	($337,779)			($337,779)	29%
Total LIBRARY	**$4,286,114**	**$4,460,709**	**$4,522,699**	**($20,039)**	**$4,502,660**	**$77,433**	**$14,576**	**$4,594,670**	**2%**
TOTAL LEVY REQUIREMENTS	**$4,286,114**	**$4,460,709**	**$4,522,699**	**($20,039)**	**$4,502,660**	**$77,433**	**$14,576**	**$4,594,670**	**2%**

SERVICE LEVEL CHANGE

Department Library

Division Operations

Program Monday Evenings Openings

DESCRIPTION OF SERVICE

Starting after Labour Day in 2017, the Main Library will be open four hours later on Monday evenings. The Library would then be open from 9:30am - 9pm on Mondays through Thursday evenings, and Fridays and Saturdays from 9:30am - 5:00pm, in order to better meet the needs of the community. Extending the hours of operation maximizes the use of the Main Library, provides further opportunities for the delivery of reading readiness programs for small children and brings the use of the library facilities, resources and collections in Milton in line with expressed community demand, fulfulls recommendations stemming from the Library Master Plan and produces a level of service expected in a library system serving the needs of a community over 100,000 people.

Staffing Impacts

	2017	2018	2019
Staff Complement Impact (Number of FTE's)			
Full-time			
Part-time	0.32	0.95	0.95
Contract			
Casual			
Total Impact	**0.32**	**0.95**	**0.95**

Financial Impacts

	2017	2018	2019
Expenditures			
Salaries and Benefits	14,576	45,122	45,122
Revenues			
Net Cost	**14,576**	**45,122**	**45,122**

DOWNTOWN MILTON BIA

2017 Town of Milton Approved Capital and Operating Budget

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Overview

Laurie Chambers

Executive Director

The Downtown Milton Business Improvement Area (BIA) was established in 1977 and is an area defined and mandated under municipal legislation. The role of the BIA is to allow property owners and business operators to join together and, with the support of the municipality, to organize, finance and promote economic development in the BIA district. Specific priorities include beautification, event management, promotion and the enhancement of government and community relations.

Our Vision for Downtown Milton:
A vibrant centre of community and business celebrating our proud heritage.

Our Mission:

To restore, enhance and promote Downtown Milton as a vibrant and growing business community.

Our Values:

1. Accountability
2. Collaboration and communication
3. Fiscal responsibility
4. Innovation

Introduction

All property owners and business operators within the designated Downtown Milton BIA boundaries are BIA members. There are over 180 properties in the Downtown Milton BIA. The defined area includes properties along Main Street in Milton approximately bounded by:

- Bell Street to the West
- Fulton Street to the East
- Mill Street to the North
- Mary Street to the South

The BIA is fully funded by a mandatory tax levy paid by owners of all properties designated as industrial or commercial within the BIA boundaries. Property owners distribute BIA levy fees to tenants at their discretion. There is no additional fee for business operators to be BIA members.

The Downtown Milton BIA is run by a volunteer Board of Directors that is elected by the membership and then appointed by the Town Council every 4 years. The Board is made of up ten Board Directors including two elected Councillors (as appointed by the Town) and 8 elected volunteer Directors. The Board oversees the planning, budgeting, implementation and evaluation of BIA activities. The management and operations of the office are managed by the Executive Director and staff.

The Downtown Milton BIA endeavors to restore, enhance and promote Downtown Milton as a vibrant and growing business community. To achieve this mission, 3 strategic priorities have been established:

1. Enhanced engagement of members.
2. Increased attraction of new businesses and retention of existing businesses.
3. Enhanced advocacy with local government on key issues affecting Downtown Milton.

Operating Budget Details

Operating Budget Highlights

The 2017 operating budget for the Downtown Milton BIA will delightfully see a slight increase from 2016 as the BIA strives to attain more funding in the way of sponsorship. Funds are targeted to three key areas with specific focus on achieving our strategic priorities:

Promotion:

- Active use of social media as a key promotion tool.
- Enhanced focus of our new and improved website www.downtownmilton.com including an up-to-date business directory and resource for event and promotion details.
- Execution of a diversified advertising plan to promote Downtown Milton businesses, events and news.

Event Management:

- Host a variety of events and promotions to showcase Downtown Milton's local businesses, historic charm and community spirit.
- Key events include:
  - Downtown Milton Street Festival – co-hosted with the Town of Milton
  - Downtown Milton Classic Car Show: Cruisin' on a HOT Summer Night
  - Downtown Easter Egg Hunt
  - Tiny Tots Trick or Treat
  - Downtown for the Holidays
  - Music on Main (New in 2016)
  - Movie Night Under the Stars (New in 2016)

Beautification:

Creation of a cohesive and colourful atmosphere in our Downtown Milton community all year long by managing the purchase and maintenance of flower baskets, garden beds, banners and twinkle lights.

Operating Budget Details

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
DBIA									
EXPENDITURES									
Salaries and Benefits	$84,645	$93,600	$93,600	($4,000)	$89,600			$89,600	(4%)
Financial	$2,387	$1,500	$1,500		$1,500			$1,500	
Transfers to Own Funds	$20,066								
Purchased Goods	$8,778	$8,500	$8,500	$1,000	$9,500			$9,500	12%
Purchased Services	$104,454	$130,900	$130,900	$17,000	$147,900			$147,900	13%
Reallocated Expenses	$3,000	$3,000	$3,000		$3,000			$3,000	
Total EXPENDITURES	$223,330	$237,500	$237,500	$14,000	$251,500			$251,500	6%
REVENUE									
Financing Revenue		($5,580)	($5,580)	($4,952)	($10,532)			($10,532)	89%
Taxation	($195,092)	($201,920)	($201,920)	($5,048)	($206,968)			($206,968)	3%
Grants	($2,640)								
Recoveries and Donations	($8,335)	($15,000)	($15,000)		($15,000)			($15,000)	
User Fees and Service Charges	($17,264)	($15,000)	($15,000)	($4,000)	($19,000)			($19,000)	27%
Total REVENUE	($223,330)	($237,500)	($237,500)	($14,000)	($251,500)			($251,500)	6%
Total DBIA									
TOTAL LEVY REQUIREMENTS									

2018-2026 CAPITAL BUDGET FORECAST

2017 Town of Milton Approved Capital and Operating Budget

13

Overview

Introduction

Milton is a vibrant, growing municipality that strives to be inclusive, safe, connected and engaged. The public infrastructure spending in the Town's capital forecast defines how we move through our Town, as well as our recreational, cultural and physical activity choices. Milton is growing and aging at the same time. To meet the diverse requirements this demands, the Town must balance the need for infrastructure growth with infrastructure renewal.

The 2018-2026 Capital Forecast has been prepared following the guidelines approved in the 2017 Budget Call Report, CORS-042-16. The report directed that a nine-year capital forecast be prepared and fully funded. During the preparation of the capital forecast, consideration was given to the responses received through the public consultation process, project design changes, current pricing information, as well as priority and timing changes in infrastructure needs to correspond to updated growth forecasts and asset rehabilitation requirements.

The forecast continues to include the infrastructure to service growth in the Derry Green Corporate Business Park, Boyne and Sherwood Secondary Survey areas as well as the Town's infrastructure renewal and replacement requirements.

The capital forecast has a gross value of $603 million and has been fully funded through a variety of funding sources. All available external sources of financing have been used to the greatest extent possible to minimize the long-term impact on taxpayers.

Growth Forecast

Growth in Milton is expected to accelerate and continue through to the end of the forecast as the current development areas - Bristol, Sherwood and Boyne as well as the Derry Green Corporate Business Park - are built-out. There is some new uncertainty regarding the way growth will occur as The Ministry of Municipal Affairs and Housing and the Ministry of Natural Resources and Forestry are currently reviewing several key growth plans that will directly impact Milton. As presented in the Capital Budget Summary section on page 36, the changes include:

- An increase in the minimum intensification target leading to greater development within existing built-up areas rather than Greenfield development.
- Increased density targets that will lead to an increase in mixed use and taller forms of development with a corresponding decrease in single family dwellings.
- The requirements to plan for and protect lands for transit supportive development.
- Additional criteria for assessing the need, feasibility and appropriateness of expansion.

Since the changes to the Province's growth plans are not yet finalized, the capital forecast continues to reflect the existing approved plans.

The capital forecast has been developed assuming the next water and waste water servicing allocation from the Region of Halton will proceed as currently planned for 2018, which will provide for the completion of residential development in the Boyne survey and the start of development in the first phase of the Sustainable Halton lands.

Industrial and commercial growth is also important in ensuring a financially sustainable community with adequate employment opportunities to support a growing population. Non-residential growth is expected to continue with institutional and commercial development within the Derry Green Corporate Business Park, the 401 Industrial Business Park and commercial and institutional development within the Bristol, Sherwood and Boyne secondary plan areas.

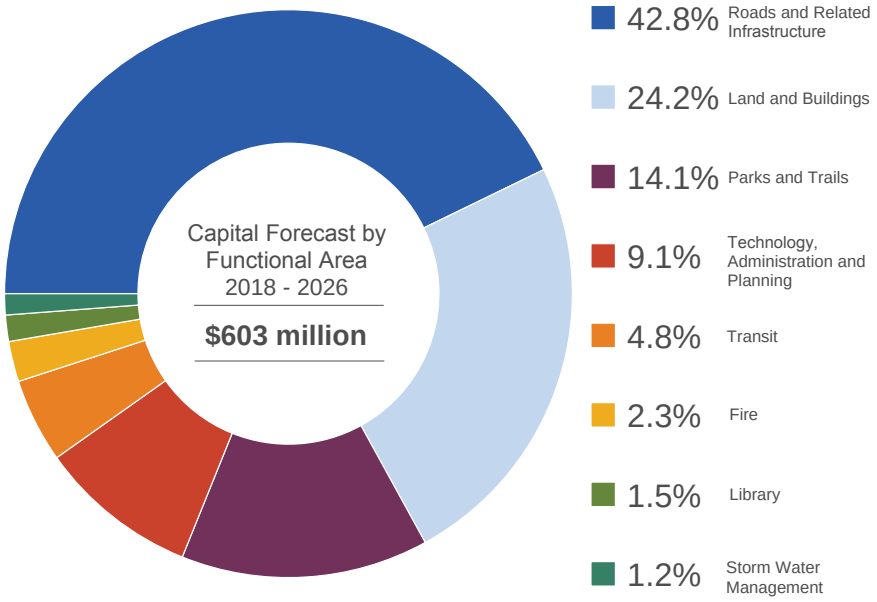
The growth component of the capital forecast is driven by the projects identified in the 2015 Development Charge Background Study which identifies the infrastructure and associated studies required to support growth in the community through 2025. The timing of growth infrastructure is reviewed and updated to reflect the most current assumptions in the growth forecast to ensure the infrastructure and associated studies are complete as the community needs arise.

Service expansion is required in all Town service areas, however, the largest investments will be in roads and related infrastructure, land and buildings and parks and trails; consistent with the Town's asset inventory.

Long-term planning for growth continues to be a priority for Milton to ensure growth results in a healthy, prosperous, innovative community that has a good balance of urban residential, employment, commercial and multi-use developments. The forecast incorporates studies for greenfield and intensification growth for future urban residential and employment development within the Sustainable Halton lands.

Capital Forecast Expenditures

The expected capital investment over the nine year forecast is $603 million and includes investments in facilities, roads, parks, transit, equipment and various other assets required to meet the service needs of the growing community. As depicted in the following chart, 42.8% of the total forecast is directly related to roads, 24.2% to land and buildings and 14.1% to parks.



Top Ten Projects in the Forecast

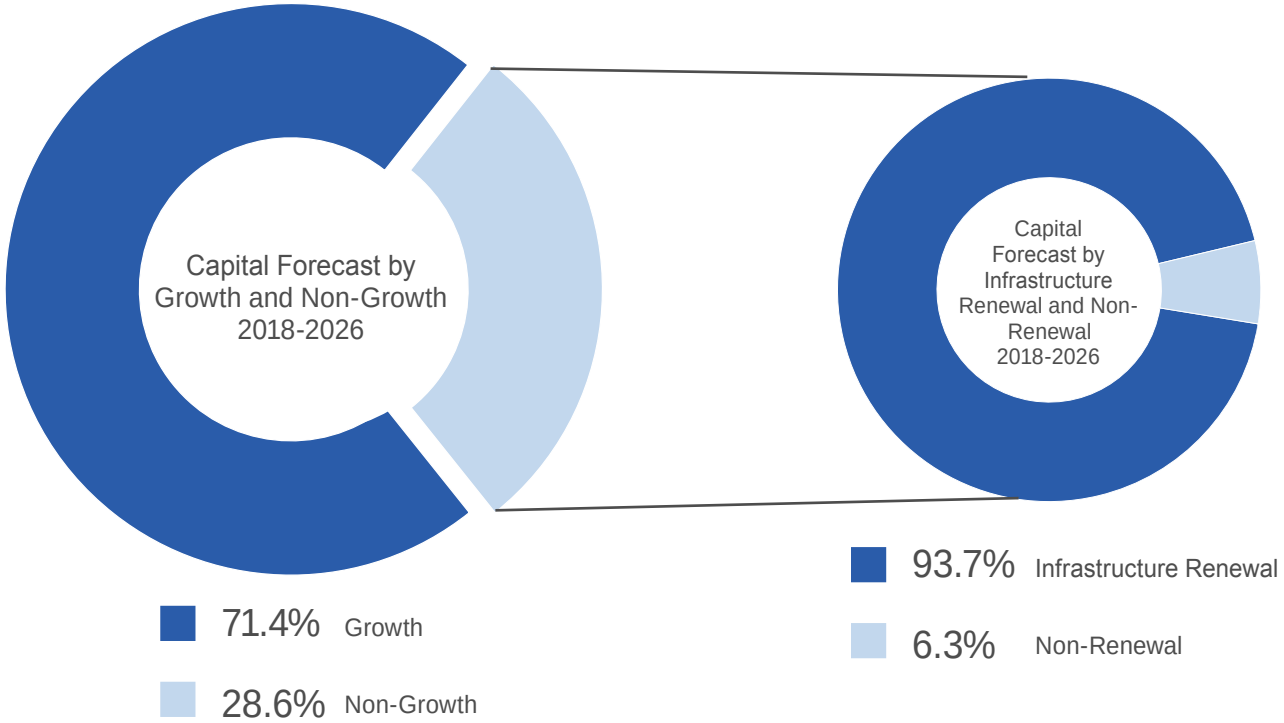
The top ten significant investments included in the nine year forecast amount to $232.6 million and are identified below:

Project Description	Forecast (in millions)
Boyne Community Centre	$ 49.5
Asphalt Overlay Program	41.5
Escarpment View Lands	26.9
Town Hall Construction/Expansion	25.7
Expanded Asphalt Program	23.2
6th Line (Hwy 401 to Derry Road)	15.6
Sherwood Community Centre	14.2
Parking Structure	12.8
Main Street (258m E of 5th Line to 6th Line)	11.8
Transit Facility	11.4
Total	**$ 232.6**

The top ten projects demonstrate Milton's commitment to balance investment between growth and infrastructure renewal. New facilities, parks and roads construction represent 72% of the top ten investments, while the renewal projects of asphalt overlay and expanded asphalt programs comprise 28%.

Capital Forecast Project Breakdown - Growth and Renewal

As illustrated in the following graph, 71.4% of the $603 million capital forecast is related to growth projects and 28.6% is related to non-growth. Of the non-growth amount, 93.7% is related to infrastructure renewal projects, while the remaining 6.3% is related to non-renewal projects such as studies, strategic/ master plans and new technologies.



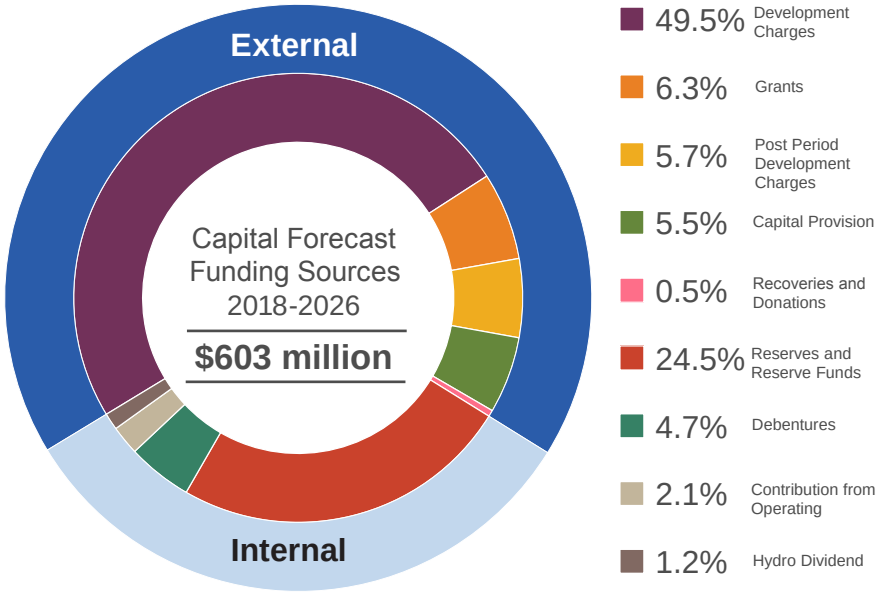
Asset Renewal and Related Expenditures

One of the biggest challenges facing municipalities today is how to address asset renewal requirements. Municipal governments are increasingly being encouraged to develop asset management plans and a number of federal and provincial grants require them. To date, asset management plans for roads, bridges, facilities and transit have been developed by the Town and by the end of 2017, it is anticipated that most other major asset types will have asset management plans.

The capital budget and forecast reflect infrastructure renewal requirements identified in the asset management plans. The forecast includes $79.7 million for roads and bridges redevelopment, $22.6 million for facilities redevelopment, and $9.4 million for transit fleet replacement.

Capital Forecast Funding

The following graph depicts the projected revenue sources used to balance the capital forecast. External sources account for 67.5% of capital forecast funding. The largest of these is development charges at 49.5%. Other development sourced funding includes Capital Provision Reserve and post period development charges. Post period development charges are development charges that are anticipated to be collected through future development charges. The remaining external sources of funding are grants and recoveries and donations. The balance of the forecast, 32.5%, comes from internal sources that include reserves and reserve funds, debentures, the Milton Hydro dividend and a contribution from operating.



Developer Sources of Funding

Development charges and the future revenue source they provide are an important tool in the financing of growth related infrastructure. Anticipated development charge revenues of $270 million are forecast, representing 44.8% of the funding in the capital forecast. Post period development charges for projects supporting growth beyond 2025 represent an additional $34.1 million of the capital forecast funding.

Ontario passed legislative amendments to the *Development Charges Act* and the *Planning Act* as part of the *Smart Growth for Our Communities Act, 2015*. As the Town completed its' legislated Development Charge Background Study, it ensured compliance with the new *Act* and the updated development charges have been incorporated into the capital budget and forecast with the exception of transit development charges. There were significant changes to the transit service area under the new legislation that will increase development charge funding for transit that were unable to be incorporated into the Town's development charge by-law before it's expiry in September 2016. A DC By-law amendment was subsequently presented to Council through CORS-066-16 and is anticipated to be adopted in December 2016.

The current capital forecast generally aligns with the approved DC By-Law and includes the expenditures anticipated for growth in the transit service area. DC funding associated with the transit service area still reflects the former DC By-law and will be updated in subsequent forecasts once the new transit development charges are adopted.

Through the use of financial agreements, residential developers contribute additional funds to support the growth within the community in the form of a per unit capital provision contribution payment. This funding, forecast at $33 million, is used to fund growth-related programs within the capital forecast.

Reserves and Reserve Funds

Reserves and reserve funds are a critical component of the long term funding of the capital forecast representing 24.5% of the total. Over half of this funding comes from the Ontario Lottery Corporation Proceeds and the Equipment Replacement Reserve. The Slot Reserve Fund is used to finance a variety of projects like the Emerald Ash Borer Implementation Strategy, road rehabilitation projects and computer equipment replacement. The Equipment Replacement Reserve provides for the replacement of Town owned vehicles and equipment including fire trucks, transit buses, and snow plows and other operations vehicles.

Grants

The Town has relied heavily on the monies received from the Federal Gas Tax Fund (GTF) to finance road and transit infrastructure projects in the capital budget. The nine year capital forecast is projected to use more than $27.2 million to help build and revitalize roads and bridges.

The Ontario Community Infrastructure Fund (OCIF) provides funding to help communities address critical core infrastructure needs in relation to roads, bridges, water and waste water. The Town's allocation of nearly $5.0 million is incorporated into the forecast to support road rehabilitation projects.

Debenture Funding

Debt is a key component of the Town's overall financial plan and is used to enable timely construction of capital projects and minimize impacts on the tax rate. Reserve debentures are funds borrowed against the Cash - In - Lieu of Parkland and the Property Transactions Reserve Funds. Development charge debentures are used to fund growth related projects as identified in the DC study and will be repaid using development charge revenues as growth occurs. The following table provides a summary of debt by funding source.

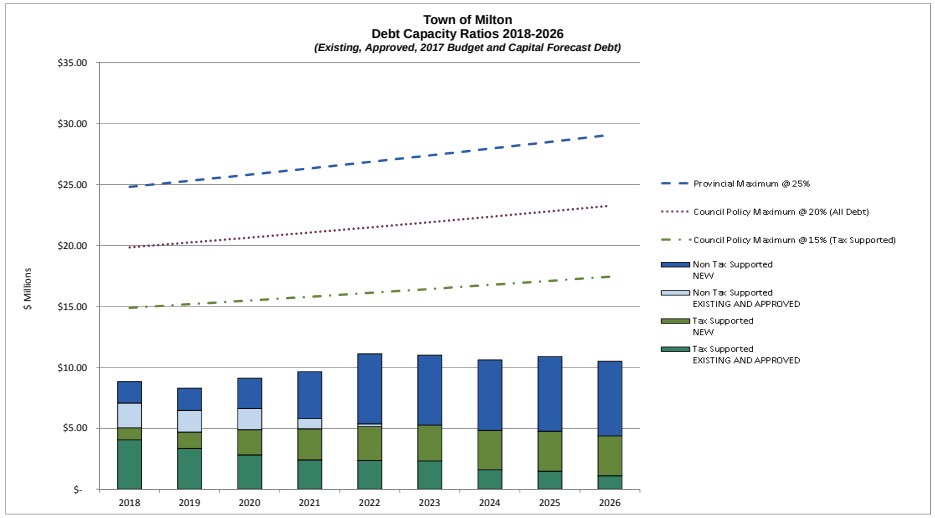
Type of Debenture Funding	Forecast (in millions)		%
Tax Supported Debentures	$	44.0	49%
Reserve Debentures		27.3	30%
Development Charge Debentures		18.7	21%
Total Debenture Funding	**$**	**90.0**	**100%**

Borrowing Limits

Municipalities in Ontario are limited by the Province through Ontario Regulation 403/02 with respect to the amount of debt they can incur. This Regulation state that annual debt charge payments cannot exceed 25% of the Town's annual total own source revenues.

Milton Council has approved a more conservative policy, stating that debt payments cannot exceed 15% of the Town's own source revenues. The policy also indicates that the debt limit could be as high as 20% where at least 25% of the debt repayments can be made from other sources of revenue such as user fees, future development charges or future capital provision payments.

The following graph demonstrates the Town's borrowing with reference to the Provincial and internal debt capacity limits. The Town is well within these limits with 2022 as the most constrained year with a total debt ratio well below policy limits at 10.34%. This is primarily due to the issuance of a large amount of development charge related debt in 2021 with full repayments starting in 2022.



Forecast Summary by Department

Description	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Executive Services									
Office of the CAO									
C100102 Community Plan Update (Destiny Milton)		75,295				75,295			
C100118 Sundry Land Acquisitions		8,523,999							
C100128 Strategic Plan Implementation		153,246				153,246			
Total Office of the CAO		8,752,540				228,541			
Fire Fleet Equip Replacement									
C700100 Chief Officers Vehicles	54,747			54,747		54,747			54,747
C700101 Replace/Refurbish Tanker Trucks	1,026,313		561,660					595,278	
C700107 Pumper/Rescue Units Refurbishment			105,820					52,910	
C700109 Replace Fire Prevention Vehicles	108,905								108,905
C700111 Pumper/Rescue Units Replacement						691,900		1,979,078	
C700112 Replace Pick-Up Trucks	56,947	56,947	70,408			113,895	71,225		56,947
C700115 Aerial Replacement/Refurbishment		72,479							1,547,854
C700121 Water Supply Unit Replacement						168,564			
C700122 Trailer Replacement	17,602					17,602			
C700123 Rescue Truck Replacement/Refurbishment		20,708			610,500		443,537	251,677	
C700125 Training Vehicle Replacement					54,747				
C700126 Off Road Vehicle Replacement									49,858
C700128 Replace Special Operations Radio Vehicle								148,166	
C700129 Replace Rehab Van			129,426						
C700130 Utility Vehicle Replacement			58,649						
Total Fire Fleet Equip Replacement	1,264,514	150,134	925,963	54,747	665,247	1,046,708	514,762	3,027,109	1,818,311
Fire Fleet Equip Growth									
C710102 Aerial Growth	1,308,697								
C710103 Utility Pickup Growth	56,800								
C710107 Pumper/Rescue Growth	771,713								
Total Fire Fleet Equip Growth	2,137,210								
Fire - Replacement									
C720100 Rapid Intervention Equipment Replacement	28,490							15,263	
C720102 Breathing Apparatus Replacement				496,791					
C720103 Hazardous Material Equipment Replacement	25,438	25,438				25,438		25,438	
C720115 Thermal Image Camera Replacement	28,490								
C720118 Firefighting Hose Replacement	35,613			40,700					
C720120 Vehicle Extrication Equipment Replacement		61,050					61,050		
C720122 Special Operations Equipment Replacement	25,438			25,438			25,438		
C720123 Personal Protective Clothing Replacement			199,397					199,397	
C720124 Firefighting Equipment Replacement					12,210				
C720127 Defibrillators Replacement	76,313								
C720128 Emergency Medical Equipment Replacement		12,210			12,210			12,210	
C720135 Air Monitoring Replacement	14,245			14,245			14,245		
C720142 Firefighter Pager Replacement	56,980								
C720148 Generators & Lighting Equip Replacement	30,525								
C720149 Portable Pumps Replacement	24,597								
C720152 Air Filling System Replacement	94,628								
C720157 Bunker Gear & Recruit Replacement	22,894	22,894	22,894	22,894	22,894	22,894	22,894	22,894	
C720159 Battery & Radio Parts Replacement				15,263	15,263				
Total Fire - Replacement	463,651	121,592	222,291	615,331	62,577	48,332	123,627	275,202	
Fire - Growth									
C730103 Hazardous Material Equipment Growth	37,037								
C730104 Bunker Gear & Recruit Package Growth	23,279	66,536							
C730107 Fire Fitness Equipment All Stations Growth	14,245								
C730130 Defribrillators Growth	5,596								
C730138 Vehicle Extrication Equipment Growth	79,000								
C730139 Thermal Image Camera Growth	25,438								
C730140 Special Operations Equip - Rescue Growth	18,824								

Forecast Summary by Department

Description	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
C730141 Emergency Medical Equipment Growth	20,757								
Total Fire - Growth	224,176	66,536							
Fire									
C740101 Electronic Accountability System	61,793								
C740102 Dry Hydrant Systems	20,350								
Total Fire	82,143								
Total Executive Services	**4,171,694**	**9,090,802**	**1,148,254**	**670,078**	**727,824**	**1,323,581**	**638,389**	**3,302,311**	**1,818,311**
Corporate Services									
Finance									
C200100 Development Charges Study	320,513		250,000	122,100	320,513			250,000	320,513
C200101 Asset Management Plan	76,313				76,313				76,313
C200103 Benchmarking & Performance Measures	75,938								
C200110 Facility Audit Update		219,675				219,675			
C200111 User Fee Update		66,138	81,400		66,138	81,400		66,138	81,400
C200123 Special Financial Studies			30,525				152,625		
C200124 Legislated DC Exemptions	730,800	1,473,910	700,000	867,000	851,500	700,000	700,000	700,000	700,000
Total Finance	1,203,564	1,759,723	1,061,925	989,100	1,314,464	1,001,075	852,625	1,016,138	1,178,226
Human Resources									
C220104 Employee Strategic Development	40,700				40,700				40,700
C220106 Compensation Plan			86,488				86,488		
Total Human Resources	40,700		86,488		40,700		86,488		40,700
Information Technology									
C240003 Technology Strategic Plan				77,656				77,656	
C240004 Technology Replacement/Upgrade	152,625	152,625	152,625	152,625	152,625	152,625	152,625	152,625	152,625
C240005 Phone System Changes/Upgrade	71,225	71,225	172,975	71,225	71,225	71,225	71,225	172,975	172,975
C240006 PC Workstation Complement Changes	26,455	26,455	26,455	26,455	26,455	26,455	26,455	26,455	26,455
C240009 E-Services Strategy/Implementation	101,750	101,750	101,750	122,100	122,100	122,100	122,100	122,100	122,100
C240011 GIS Implementation	50,875	50,875	50,875	15,263	15,263	15,263	15,263	15,263	15,263
C240014 Application Software Update	50,875	101,750	50,875	101,750	50,875	101,750	50,875	50,875	50,875
C240015 Legacy Systems	1,017,500			76,313		3,561,250			
C240016 Pavement Management System	15,263	15,263	15,263	15,263	15,263	15,263	15,263	15,263	15,263
C240025 Photocopiers		152,625				132,275			
C240027 Radio Communications Backup Upgrades	51,770								
C240028 Milton Air Photo Mapping		35,613		35,613		35,613		35,613	
C240119 Enterprise Content Management	25,438	25,438	15,263	15,263	15,263	15,263	15,263	15,263	15,263
C240121 Emergency Operations Centre	12,926		12,926		12,926		12,926		12,926
C240123 Mobile Parking Enforcement	20,350	20,350	20,350	20,350	20,350	20,350	20,350	20,350	20,350
C241014 Dept Specific - Infrastructure/Asset Management System									
C241100 Department Specific Initiatives	493,489	513,838	386,651	508,751	386,651	508,751	386,651	508,751	386,651
C242001 Tech Infrastructure - Network Hardware	1,017,500	712,250	508,750	508,750	508,750	1,017,500	712,250	508,750	508,750
C242002 Tech Infrastructure - Server Hardware	325,600	325,600	834,350	610,500	325,600	325,600	325,600	325,600	325,600
C242003 Tech Infrastructure - Network Licencing	101,750	71,225	71,225	71,225	71,225	71,225	71,225	71,225	71,225
Total Information Technology	3,535,391	2,376,882	2,420,333	2,429,102	1,794,571	6,192,508	1,998,071	2,118,764	1,896,321
Clerks									
C120102 Ward Boundary Review								66,138	
C260002 Impact on Regulatory Framework Study	30,525								
C260004 Records Management/MFIPPA Compliance	56,980								
C260005 Compliance/Enforcement Lean Six Sigma			22,385						
C260006 Town Clerk's Policy/Procedure Manual			23,403						
Total Clerks	87,505		45,788					66,138	
Total Corporate Services	**4,867,160**	**4,136,605**	**3,614,534**	**3,418,202**	**3,149,735**	**7,193,583**	**2,937,184**	**3,201,040**	**3,115,247**
Engineering Services									
Eng Serv Administration									
C300110 Development Eng & Parks Standards Manual			61,050			61,050			61,050
C300112 Intensification Study-Roads			44,500						

Forecast Summary by Department

Description	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
C300113 Intensification Study-SWM			44,500						
Total Eng Serv Administration			150,050			61,050			61,050
Urban Roads Redevelopment									
C330102 Main Street (Bronte to James)		2,770,000							
C330108 Bronte Street (Main St to Steeles Ave)	6,889,307								
C330139 Yates Dr. (Bennett to Thompson)	586,602								
C339000 Asphalt Overlay Program	3,055,737	3,361,311	3,697,440	4,067,185	4,473,903	4,921,291	5,413,447	5,954,762	6,550,238
C500101 Gateway Implementation			221,044						
Total Urban Roads Redevelopment	10,531,646	6,131,311	3,918,484	4,067,185	4,473,903	4,921,291	5,413,447	5,954,762	6,550,238
Urban Roads Growth									
C340003 Bronte (Derry to Main St) Sidewalks	200,316								
C340020 Thompson Road (Louis St Laurent to Derry Rd)	392,112								
C340021 Thompson Road (Britannia Rd to Louis St Laurent)	475,559	8,680,224							
C340033 Louis St Laurent (Yates Dr to Thompson Rd)	4,785,160								
C340036 Louis St Laurent (Thompson Rd to 4th Line)		526,350	8,229,154						
C340037 Louis St Laurent (4th Line to James Snow Parkway)			4,641,150						
C340038 Louis St Laurent (James Snow Pkwy to 5th Line)		340,990	2,928,010						
C340040 5th Line (Hwy 401 to Main Street)	568,608								
C340041 5th Line (Main Street to Trudeau Drive)								6,735,038	
C340043 5th Line (Derry Road to Louis St Laurent)	2,672,000	2,672,000							
C340044 5th Line (Louis St Laurent to Britannia Road)		315,250	7,017,681						
C340050 Main Street (James Snow Pkwy to 5th Line)	5,335,355								
C340051 Main Street (5th Line to 258m E of 5th Line)				107,000	893,899				
C340052 Main Street (258m E of 5th Line to 6th Line)					4,250,082	7,589,918			
C340060 6th Line (Hwy 401 to Derry Road)	1,608,839	13,992,846							
C340061 6th Line (Derry Road to Britannia Rd)	930,859	5,595,141							
C340070 Louis St. Laurent Extension (5th Line to 6th Line)					7,883,000				
C340071 Louis St. Laurent Extension (6th Line to Trafalgar)					10,026,000				
C340080 Green Connectors (Coll Rd 2 to Coll Rd 3 & RR25 to Coll Rd 8)							4,898,000		
Total Urban Roads Growth	16,968,808	32,122,801	22,815,995	107,000	23,052,981	7,589,918	4,898,000	6,735,038	
Rural Roads Redevelopment									
C350003 Lower Base Line (5th Ln to 4th Ln)	208,500	656,025							
C350005 Appleby Line	475,796								
C350008 Surface Treatment Program	847,901	847,901	847,901	847,901	847,901	847,901	847,901	847,901	847,901
C350126 Campbell Ave (Glenda Jane Dr.-Campbellville Rd.)		528,852							
C350128 Expanded Asphalt Program	1,828,880	2,348,869	2,580,091	2,607,305	2,656,904	2,706,753	2,767,794	2,828,326	2,888,859
C350131 15 Side Road (Moffat) Shoulder Widening	157,625								
Total Rural Roads Redevelopment	3,518,702	4,381,647	3,427,992	3,455,206	3,504,805	3,554,654	3,615,695	3,676,227	3,736,760
Active Transportation Growth									
C380104 Sidewalks & Bikepaths - Reg. Rds. - GROWTH	2,040,000				662,375	3,159,250	1,732,250		
C380107 Active Transportation Plan	131,632	45,500			131,632	45,500			
C380108 Boyne Pedestrian Railway Crossing					4,575,813				
C381000 Boyne Multiuse (Asphalt Trails in Greenlands System) Lit - West side of 16 Mile Creek	75,304	742,350	75,304	742,350					
C381001 Boyne Limestone Trails in Greenlands System (West, Tremaine Road to 16 Mile Creek)	304,793	276,725							
C381002 Boyne Pedestrian Bridge - Minor Crossing	28,274	278,885							
C381003 Boyne Limestone Trails in Greenlands System (East, 16 Mile Creek to JSP)	33,537	330,623	33,537	330,623					
C381004 Boyne Multiuse (Asphalt Trails in Greenlands System Lit - East side 16 Mile Creek	57,705	558,599	57,705	558,599	57,705	558,599			
Total Active Transportation Growth	2,671,245	2,232,682	166,546	1,631,572	5,427,525	3,763,349	1,732,250		
Bridges/Culverts									
C390112 Bridge/Culvert Rehab Needs	409,281	360,747	263,067	304,784	315,977	321,573	321,573	321,573	321,573
C390116 Esquesing Line Bridge (Structure No. 7)			88,362	341,298					
C390118 Campbellville Road Bridge (Structure No. 72)	84,379	297,967							
C390119 Fourth Line Bridge - 2.9 km South of Derry Rd (Structure No. 64)	177,582								
C390120 First Line Nassagaweya Bridge - North of 25 SR (Structure No. 61)	178,600								
C390122 Second Line Nassagaweya Bridge - 1.5 km North of 10 SR (Structure No. 63)		83,362	234,373						
C390123 25 SR Bridge - 0.1 km W of Guelph Line (Structure No. 62)		72,169	179,109						
Total Bridges/Culverts	849,842	814,245	764,911	646,082	315,977	321,573	321,573	321,573	321,573

Forecast Summary by Department

Description	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Storm Water Mgmt Rehabilitation									
C430001 Stormwater Pond Maintenance	1,427,500	1,427,500	1,427,500						
Total Storm Water Mgmt Rehabilitation	1,427,500	1,427,500	1,427,500						
Storm Water Mgmt Growth									
C440105 Stormwater Mgmt - Sherwood	103,550	103,550							
C440106 Stormwater Mgmt - Boyne	114,576	114,576	114,576	114,576	114,576	114,576	114,576	114,576	
C440107 Stormwater Mgmt - Derry Green (BP2)	114,576	114,576	114,576	114,576	114,576	114,576	114,576	114,576	
C440109 Stormwater Mgt - Milton Education Village			103,804	103,804	103,804	103,804	103,804	103,804	103,804
Total Storm Water Mgmt Growth	332,702	332,702	332,956	332,956	332,956	332,956	332,956	332,956	103,804
Traffic									
C400100 Railway Crossing Upgrades	52,908	52,908	52,908	52,908	52,908	52,908	52,908	52,908	52,908
C400102 Traffic Infrastructure	150,307	150,382	150,382	150,382	150,382	150,382	150,382	150,382	150,382
C400110 Traffic Safety Services Review	53,875	53,875	53,875	53,875	53,875	53,875	53,875	53,875	53,875
C400113 New Traffic Signals	285,302	286,720	285,302	285,302	285,302	285,302	285,302	285,302	285,302
C400114 Preemption Traffic Control System	35,060	35,060	35,060	35,060	35,060	35,060	35,060	35,060	35,060
C400115 Signal Interconnect Program	55,875	55,875	55,875	55,875	55,875	55,875	55,875	55,875	55,875
Total Traffic	633,327	634,820	633,402	633,402	633,402	633,402	633,402	633,402	633,402
Streetlighting									
C410100 Rural Street Lighting	56,463	56,463	56,463	56,463	56,463	56,463	56,463	56,463	56,463
C410200 Street Light/Pole/Underground Power Renewal	82,900	82,900	82,900	82,900	82,900	82,900	82,900	82,900	82,900
Total Streetlighting	139,363	139,363	139,363	139,363	139,363	139,363	139,363	139,363	139,363
Parking									
C420105 Parking Structure					1,540,183	5,605,090	5,605,090		
Total Parking					1,540,183	5,605,090	5,605,090		
Fleet Equipment Replacement									
C450111 Ice Resurfacer - Replacement	76,697		76,697			76,697		76,697	
C450117 1 Ton Crew Dump Truck	284,900	71,225		284,900	71,225	142,450	71,225	71,225	71,225
C450118 1/2 Ton Pick Ups Replacement	31,339			31,339		62,678	62,678		
C450121 Tandem Axle Trucks	353,714	854,700	284,900		854,700	569,800	284,900	569,800	
C450123 Landscape Trailer	18,722			9,361	9,361	18,722	42,430	18,722	9,361
C450126 Gradalls, Back Hoes and Attachments	20,350						89,540		
C450127 3/4 Ton Pick Ups Replacement	50,875	203,500	203,500	152,625		152,625		50,875	203,500
C450128 Zero Turning Radius Mowers	22,385	44,770	67,155		240,130		89,540	22,385	44,770
C450129 Mower Replacement			14,652		44,160				30,525
C450130 Farm Tractors				86,488		124,135			
C450132 Multifunction Tractor	128,205		142,450	62,576	128,205	156,695	165,853		9,666
C450135 Farm Tractor/Loader			279,813	101,750			249,288	109,890	101,750
C450137 Trackless Front Mower Deck			20,350		20,350	73,260			
C450139 Facility Maintenance Van - Replacement	50,875	50,875							
C450145 Ball Diamond Groomer		7,123	25,438				34,595		7,123
C450148 Enforcement Vehicles	28,490		119,658	28,490		28,490	91,168		
C450149 Sign Truck			244,200			87,505			87,505
C450150 Haul All/Packer		115,046		117,013					117,013
C450151 Skidsteer Loader With Attachments				15,466					66,138
C450152 Poly Plow			9,666						
C450153 Tractor Attachments	25,438	30,525				89,234	25,641		73,972
C450155 Sweepers/Flushers	328,754								328,754
C450156 Gator Utility Vehicle - Replacement			20,350		20,350	20,350			
C450158 Brush Chipper - Replacement				52,910					
Total Fleet Equipment Replacement	1,420,744	1,377,764	1,508,829	942,918	1,388,481	1,602,641	1,206,858	919,594	1,151,302
Fleet Equipment Growth									
C460116 Ice Resurfacer	81,500		81,500						
C460130 Enforcement Vehicles - Growth			24,849						
C460133 Animal Shelter Vehicle			38,300						

Forecast Summary by Department

Description	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
C460200 Provision for Parks Growth Fleet	339,200	296,800	289,200	366,668	310,000	250,000	100,000		
C460201 Provision for Operations Growth Fleet	953,496	700,000	700,000	750,000	750,000	400,000	400,000		
Total Fleet Equipment Growth	1,374,196	996,800	1,133,849	1,116,668	1,060,000	650,000	500,000		
Park Preservation									
C470001 Park Improvements	53,928	61,050	74,278	47,823	80,892	80,892	80,892	80,892	
C470002 Tennis Court Upgrades	71,225	71,225	71,225						
C470003 Sports Field and Park Lighting	20,350								
C470004 Pioneer Cemetery	19,536	21,062							
Total Park Preservation	165,039	153,337	145,503	47,823	80,892	80,892	80,892	80,892	
Forestry									
C330134 EAB Implementation Strategy	41,416								
C510139 Urban Forestry Management		62,875					62,875		
Total Forestry	41,416	62,875					62,875		
Transit									
C550100 Transit Study	178,063					178,063			
C550103 Transit Facility	718,481	3,546,037	7,166,122						
C550104 Transit Bus Pads	24,800	24,800	24,800	24,800	24,800	24,800	24,800	24,800	24,800
C550108 Transit Bus Stop-Retrofit	99,011								
Total Transit	1,020,355	3,570,837	7,190,922	24,800	24,800	202,863	24,800	24,800	24,800
Transit Fleet Replacement									
C560110 Transit Bus Non Growth: Refurbishment	228,938				152,625	152,625	76,313	381,563	305,250
C560120 Transit Bus Non Growth: Replacement		1,566,424	1,772,466		3,074,768		1,566,424		
C560121 Transit Support Vehicles - Replacement							120,716		
Total Transit Fleet Replacement	228,938	1,566,424	1,772,466		3,227,393	152,625	1,763,453	381,563	305,250
Transit Fleet Growth									
C570101 Transit Bus	560,296	1,120,591	1,120,591	1,120,591	1,120,591	560,296	560,296	560,296	560,296
C570108 Transit Support Vehicles									
Total Transit Fleet Growth	560,296	1,120,591	1,120,591	1,120,591	1,120,591	560,296	560,296	560,296	560,296
Total Engineering Services	**41,884,119**	**57,065,699**	**46,649,359**	**14,265,566**	**46,323,252**	**30,171,963**	**26,890,950**	**19,760,466**	**13,587,838**
Community Services									
Comm Serv Administration									
C500105 Parks Master Plan Update	76,313				25,438				25,438
C500106 Recreation Master Plan (DC)			76,313				76,313		
C500117 Intensification Study - Parks			68,101						
C500119 Intensification Study - Recreation			55,700						
C500121 Service Strategy	56,546				56,546				56,546
Total Comm Serv Administration	132,859		200,114		81,984		76,313		81,984
Parks Redevelopment									
C510102 Playground Upgrades		70,811		70,811					
C510112 Sports Field And Park Lighting				247,575					
C510128 Moffat Park Redevelopment		66,824	480,743						
C510131 New Campbellville Park Redevelopment	701,272								
C510134 Omagh Park Redevelopment			101,337	868,121					
C510135 Kingsleigh Park Redevelopment			66,085	442,456					
C510145 Centre Park Redevelopment		59,064	361,225						
C510146 Court Park Redevelopment		59,064	361,225						
C510148 Coulson Park Redevelopment				61,650	389,681				
C510149 Coxe Park Redevelopment				66,305	472,465				
C510150 Moorelands Park Redevelopment			53,149	249,983					
C510151 Sam Sherratt Park Redevelopment	77,172	589,397							
C510152 Baldwin Park Redevelopment							51,302	351,394	
C510153 Chris Hadfield Park Redevelopment						61,650	573,875		
C510165 Trudeau Park Redevelopment								51,302	353,463
C510166 Beaty Trail Park Redevelopment								51,302	353,463

Forecast Summary by Department

Description	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
C510169 Watson Park Redevelopment									42,385
C510170 McDuffe Park Redevelopment									42,385
Total Parks Redevelopment	778,444	845,160	1,423,764	2,006,901	862,146	61,650	625,177	453,998	791,696
Parks Growth									
C520102 Parkland Dedication Bench Mark Update			39,120			39,120			39,120
C520103 Playground Growth	73,557	73,557	147,114	147,114	147,114	73,557	147,114		
C520123 Escarpment View Lands (Formerly Jannock Property)	165,799	1,953,200	1,668,700						
C520202 Cemetery		301,355							
C521136 Community Park Derry Green		569,163	5,278,109						
C521139 Escarpment View Lands	1,718,502	8,694,194	5,179,068	6,512,664	4,815,967				
C522132 Sherwood District Park	82,157	823,387							
C522133 District Park West - Boyne	785,312	8,644,384							
C522134 District Park East - Boyne				523,719	5,938,759				
C524001 Walker Neighbourhood Park - Boyne		136,943	1,633,904						
C524002 Ford Neighbourhood Park - Boyne	169,495	1,744,262							
C524003 Cobban Neighbourhood Park - Boyne			160,011	1,678,112					
C524004 Bowes Neighbourhood Park - Boyne				161,238	1,688,454				
C525046 Clarke - VS#6 (13)(Derry Road/Fourth Line Landowners)		45,264	459,149						
C525073 Milton Heights 2C - North		45,264	459,149						
C525074 Milton Heights 2C - South			45,264	459,149					
C525080 Park Development Village Squares-Boyne	32,516	369,811	369,811	402,883	706,549	369,811	369,811	369,811	336,738
C525085 Ford Village Square #1	336,833								
C525090 Community Park - Milton Heights			174,119	1,787,968					
Total Parks Growth	3,364,171	23,400,784	15,613,518	11,672,847	13,296,843	482,488	516,925	369,811	375,858
Trails Redevelopment									
C530101 Implementation Trails Master Plan			103,217				103,217		
Total Trails Redevelopment			103,217				103,217		
Trails Growth									
C540002 New Trail Development	318,919	655,208							
C540102 Linear Park Multi Use Trail - Coates South (4b)	214,686	332,713							
C540109 Willmott Pipeline Easement	545,098								
C540110 Milton Heights Tributary Trails		110,150	917,705						
C540111 Derry Green Union Gas Pipeline Easement	130,052	1,135,489	990,886						
Total Trails Growth	1,208,755	2,233,560	1,908,591						
Facilities Redevelopment Civic									
C581100 Corporate Office Furniture & Equipment	55,875	55,875	67,050	67,050	67,050	67,050	67,050	78,225	78,225
C581127 Civic Facilities Improvements	2,315,109	637,609	426,167	574,275	427,259	319,944	171,717	552,296	358,096
C581130 Heritage Property Restoration									
C581149 Accessibility Improvements	96,220	96,220	96,220	96,220	96,220	96,220	96,220	114,477	114,477
Total Facilities Redevelopment Civic	2,467,204	789,704	589,437	737,545	590,529	483,214	334,987	744,998	550,798
Facilities Redevelop Recreation									
C582100 Seniors Centre Asset Restorations	37,873	50,498	63,123	16,557	63,123	63,123	75,747	75,747	75,747
C582103 Leisure Centre Cardio/Weight	20,696	20,696	20,696	20,696	20,696	20,696	20,696	25,870	25,870
C582105 Leisure Centre Upgrades	490,525	207,961	212,260	65,973		124,734		467,548	203,328
C582124 Rotary Park Community Centre		36,293	71,887	131,369	34,561		29,135		8,837
C582134 Memorial Arena Facility Improvements	178,754	44,460	2,049,461	187,278	172,102	67,408		170,669	
C582139 Nassagaweya Tennis Club and Community Hall				42,367	42,367	42,367			
C582145 Community Halls Facility Improvements	143,064	18,900	114,237		35,944			44,460	
C582147 John Tonelli Sports Centre Facility Improvements	133,115	129,637	49,578	28,701		36,394	19,133	90,774	99,775
C582148 Milton Sports Centre Facility Improvements	118,361	18,685	140,291	73,173	1,162,062	1,222,532	664,185		346,389
C582154 Milton Tennis Club		36,389	19,068				138,340		
C582160 Mattamy National Cycling Centre Improvements								1,290,125	
C582162 Sherwood Community Centre Facility Improvements					203,500	50,875	50,875		
Total Facilities Redevelop Recreation	1,122,388	563,519	2,740,601	566,114	1,734,355	1,628,129	998,111	2,165,193	759,946
Facilities Redevelop Arts/Cultural									
C583101 Milton Centre for the Arts Facility Improvements	72,409								204,256
Total Facilities Redevelop Arts/Cultural	72,409								204,256

Forecast Summary by Department

Description	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Facilities Redevelop Engineering									
C581150 Brookville Works Yard Depot Building	98,506								
C584105 Civic Operations Centre Facility Improvements		291,687	74,089	74,089	74,089	74,089	74,089	73,906	26,810
Total Facilities Redevelop Engineering	98,506	291,687	74,089	74,089	74,089	74,089	74,089	73,906	26,810
Facilities Redevelopment Fire									
C587111 Fire Station #1 Redevelopment	1,884,339	29,971	50,344	29,855	23,884	35,826	35,826	35,826	35,826
C587114 Fire Halls Facility Improvements	15,671				29,954	299,813	15,206	37,325	
Total Facilities Redevelopment Fire	1,900,010	29,971	50,344	29,855	53,838	335,639	51,032	73,151	35,826
Facilities Redevelopment Library									
C588201 Beaty Branch Improvements	14,246		26,782				103,309		
Total Facilities Redevelopment Library	14,246		26,782				103,309		
Facilities Growth Civic									
C591100 Town Hall Construction/Expansion			1,159,374		9,127,632	7,708,455	7,733,533		
C591106 Animal Shelter		2,038,580							
Total Facilities Growth Civic		2,038,580	1,159,374		9,127,632	7,708,455	7,733,533		
Facilities Growth Recreation									
C592202 Community Centre Implementation Strategy	112,844								
C592208 Sherwood Community Centre	14,154,193								
C592211 Boyne Community Centre		4,935,420	22,253,822	22,349,742					
C592212 Indoor Soccer - Air Supported	4,108,194								
C592215 Seniors Centre Expansion	2,055,053								
Total Facilities Growth Recreation	20,430,284	4,935,420	22,253,822	22,349,742					
Facilities Growth Engineering									
C594105 Civic Operations Centre		868,945		3,790,880	3,721,280				
Total Facilities Growth Engineering		868,945		3,790,880	3,721,280				
Facilities Growth Fire									
C597401 New Fire Station - Boyne(#5)	2,647,040	295,335							
Total Facilities Growth Fire	2,647,040	295,335							
Facilities Growth Library									
C598000 Library - New Branch Buildings	1,810,549	1,978,707	3,559,234	1,779,544					
C598001 Main Library Expansion							4,067,947		
Total Facilities Growth Library	1,810,549	1,978,707	3,559,234	1,779,544			4,067,947		
Total Community Services	**36,046,865**	**38,271,372**	**49,702,887**	**43,007,517**	**29,542,696**	**10,773,664**	**14,684,640**	**3,881,057**	**2,827,174**
Planning & Development									
Planning									
C900103 Res/Non-Res Take Up/Land Needs Study				274,917					
C900105 Whitebelt Land Base Analysis							244,273		
C900110 Official Plan Review				344,709					
C900115 Residential Infill/Intensification Study				180,851					
C900119 Comprehensive ICI Study				279,886					
C900128 Community Improvement Area Study	180,750								
C900132 Zoning By-Law Review		263,606					263,606		
C900143 Urban Growth Centre Area Specific Plan			379,092						
C900148 CIP Campbellville Plan			305,250						
C900150 UR SP PH4 - Water & Wastewater Servicing	114,613								
C900151 UR SP PH4 - Functional Servicing Plan	160,909								
C900152 UR SP PH4 - Transportation Plan	348,638								
C900153 UR SP PH4 - Fisheries Compensation Plan	89,175								
C900154 UR SP PH4 - Secondary Plan	412,918								
C900156 UR SP PH4 - Parks/Recreation/Trails Master Plan	145,138								
C900157 UR SP PH4 - Urban Design Guidelines	104,438								
C900160 BP3 SP - Water & Wastewater Servicing					114,613				
C900161 BP3 SP - Functional Servicing Plan				160,909					
C900162 BP3 SP - Transportation Plan					348,638				
C900163 BP3 SP - Fisheries Compensation Plan				89,175					
C900165 BP3 SP - Secondary Plan					412,918				

Forecast Summary by Department

Description	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
C900167 BP3 SP - Parks/Recreation/Trails Master Plan					145,138				
C900168 BP3 SP - Urban Design Guidelines					104,438				
C900176 WhiteBelt Subwatershed Study							2,139,615		
C900180 BP4 SP - Water & Wastewater Servicing								114,613	
C900181 BP4 SP - Functional Servicing Plan							145,138		
C900182 BP4 SP - Transportation Plan								343,550	
C900183 BP4 SP - Fisheries Compensation Plan							89,175		
C900184 BP4 SP - Secondary Plan								423,093	
C900185 BP4 SP - Parks & Open Space Study								145,138	
C900186 BP4 SP - Urban Design Guidelines								104,438	
C900190 UR SP PH5 - Water & Wastewater Servicing									104,438
C900191 UR SP PH5 - Functional Servicing Plan								160,909	
C900192 UR SP PH5 - Transportation Plan									348,638
C900193 UR SP PH5 - Fisheries Compensation Plan								89,175	
C900194 UR SP PH5 - Secondary Plan									423,093
C900195 UR SP PH5 - Parks & Open Space Study									145,138
C900196 UR SP PH5 - Urban Design Guidelines									104,438
Total Planning	1,556,579	263,606	684,342	1,330,447	1,125,745		2,881,807	1,380,916	1,125,745
Total Planning & Development	**1,556,579**	**263,606**	**684,342**	**1,330,447**	**1,125,745**		**2,881,807**	**1,380,916**	**1,125,745**
Library									
Library									
C800100 Automation Replacement	41,451	80,577	75,522	108,177	69,355	75,522	92,001	70,669	76,836
C800103 Collection - New	931,586		931,586	931,586		465,792	465,792		
C800104 Shelving - New	114,647			114,647			57,324		
C800111 Library Services Master Plan			45,495				45,495		
C800121 Collection - Replacement	348,795	355,872	378,114	401,367	416,532	449,895	484,269	506,511	516,621
C800122 Expansion - Computer Equipment						30,305			
C800123 New Branch Computer Equipment	60,660								
Total Library	1,497,139	436,449	1,430,717	1,555,777	485,887	1,021,514	1,144,881	577,180	593,457
Total Library	**1,497,139**	**436,449**	**1,430,717**	**1,555,777**	**485,887**	**1,021,514**	**1,144,881**	**577,180**	**593,457**
Total Capital Budget and Forecast	**90,023,556**	**109,264,533**	**103,230,093**	**64,247,587**	**81,355,139**	**50,484,305**	**49,177,851**	**32,102,970**	**23,067,772**

2018-2019 OPERATING BUDGET FORECAST

2017 Town of Milton Approved Capital and Operating Budget

14

Overview

Introduction

A two-year operating budget forecast has been prepared for 2018 and 2019. As presented in the table below, the forecast shows that the Town will need an overall 7.83% tax increase in 2018 in order to maintain existing service levels, with an additional 7.16% increase in 2019, based on Council approving a 5.3% tax increase in 2017.

2018 to 2019 Operating Budget Forecast Forecasted Increase in Tax Levy (in $000's)			
With the Council Approved 5.30% Tax Increase in 2017	**2017**	**2018**	**2019**
Required Tax Levy	52,063	58,142	64,955
Impact of Growth in Assessment Base (Cumulative)		1,935	4,957
Required Tax Increase		4,144	3,790
%age Increase (over previous year)		**7.83%**	**7.16%**

The key assumptions used to prepare the operating budget forecast are summarized in a table on page 318 and expressed below.

Contractual Obligations

Included in the operating forecast are any future contractual and legislative obligations as well as inflationary impacts.

Consistent with the 2017 budget, the inflation index used in the forecast is the Municipal Price Index (MPI). The cost impact of the MPI on purchased goods and services in the forecast is estimated at $0.9 million in each of 2018 and 2019. User fee revenues generated by Town programs and services have also been indexed by the MPI for 2018 and 2019, resulting in increases of $0.4 million each year. Most other revenue sources such as investment income and grants are fixed and are not affected by inflation.

Included in the forecast are market adjustments and contractual increases for salaries and benefits provided to Town of Milton employees. The total impact of contractual and inflationary salary and benefit increases for all existing staff is forecasted at $1.0 million in each of 2018 and 2019.

Growth Impacts from the Capital Budget

The 2017 capital budget and forecast includes projects that will have impacts on the operating budget once the assets become operational, as previously discussed in the Capital Budget Summary section on page34. Operating impacts in 2018 and 2019 from capital projects include:

- Additional road maintenance costs and hydro for new traffic signals following the construction of new roads.
- Insurance and fleet expenditures for additions to the fleet equipment.
- Incremental operating expenditures related to the purchase of new buses, automatic vehicle location equipment, as well as a support vehicle to address the expansion of the transit service to developing areas within the Boyne community.
- Incremental costs for maintenance of additional parkland including the Community Park South, Harrison Park, new trails along tributaries, the first village square in the Boyne area, Willmott neighbourhood pipeline trails and the trail within the Union Gas pipeline corridor.
- Slightly reduced costs resulting from the acquisition of various technical components for the Milton Centre for the Arts projected to improve business efficiencies.
- Information Technology licensing and supports costs for upgrades, updates and new technology systems.
- Additional costs for operating the Sherwood Community Centre and Branch Library scheduled to open in early 2019.
- Costs to operate Fire Station #5 in the Boyne area constructed in 2018 with expected service to commence in early 2019.
- Increased net facility rental revenues from the second Indoor Soccer facility opening in early 2019 and expected to be at capacity in the year of opening.
- Additional hydro and maintenance costs associated with the expansion of the Seniors Centre in 2017.

A summary of the major operating impacts from these capital programs is shown in the following table. The figures presented are incremental on a year over year basis from the 2017 operating budget.

New Infrastructure in 2017 Capital Budget and Forecast	2018 Operating Impact	2019 Operating Impact
Roads	22,954	169,735
Fleet Equipment - Growth	194,899	355,980
Fire Fleet Equipment - Growth		168,948
Transit	438,726	320,166
Parks	54,769	33,887
Information Technology	77,312	300,000
Fire Station #5		2,080,587
Indoor Soccer Facility		(187,284)
Arts & Cultural Facilities	(8,000)	
Seniors Centre Expansion		15,000
Sherwood Community Centre		685,815
Sherwood Branch Library		717,820
TOTAL	**$ 780,660**	**$ 4,660,654**

Other Impacts from Growth

The Town is cognizant of the effects of an increasing population, and the importance of maintaining existing service levels. In addition to market adjustments and contractual increases, an allowance of $0.7 million has been included in each year of the forecast for the addition of new positions. Further amounts of $0.2 million and $0.5 million have been included for contingency in 2018 and 2019 respectively for growth related costs.

As new development occurs and the Town acquires new roads from developers, the Town assumes the cost for the maintenance and winter control of additional roadways. The Town anticipates that an additional 20 and 50 lane kilometers will be built in 2018 and 2019, respectively. The cost associated with this increase in roadways is estimated at $0.3 million each of the forecast years.

Assessment Growth and Taxation

To estimate the impact of growth on the taxable assessment base, 2,425 residential units and approximately 430,000 square feet of industrial/ commercial/institutional (ICI) space are assumed to be added to the tax roll for 2018; and 2,500 residential units and approximately 2.7 million square feet of ICI space in 2019.

This results in an estimated annual assessment growth of 3.66% in 2018 and 5.20% in 2019. Assuming a 7.0% tax increase in 2017, this growth is projected to produce increased tax revenues of $1.9 million in 2018 and $3.0 million in 2019.

Financial Expenditures and Transfers to/from Own Funds

The operating budget forecast includes the cost of servicing existing debt as well as new debt that has been identified in the 2017 capital budget. To accommodate for fluctuations in these obligations, adjustments in the contribution to capital and contributions from reserves and reserve funds have been included in the forecast.

Transfers to reserves and reserve funds have been increased at a rate of 1.79%, the weighted average of indices used for MPI, with the exception of the following reserves:

- Tax Rate Stabilization Reserve: An incremental increase of $0.2 million in 2018 was transferred to the reserve to prepare for the operational impacts from Fire Station 5. In 2019, $0.4 million was transferred out of the reserve to minimize the budgetary impact.
- Capital Works Reserve: An additional $0.2 million in both 2018 and 2019 respectively has been transferred to this reserve as part of a four year phase in ending in 2020 to provide funds for the legislated development charges exemptions. As per the *Development Charges Act* and the Town's Development Charge By-law, certain forms of development are exempt from paying development charges (DC's). For these developments, the Town must fund the amount that would otherwise have been collected through DC's.

- Growth Related Resources Reserve: Through the 2017 operating budget a contribution of $0.42 million was made to this reserve in preparation of the annualization impact of new positions. In 2019 this amount will be withdrawn from the reserve as a contribution to offset the impact of growth related positions for new facility openings.

2018 - 2019 Operating Budget Forecast
Forecast Assumptions

ACCOUNT SUMMARY	ASSUMPTION and/or SOURCE

EXPENSES

Salaries and Benefits

Salaries and FTE's

- Increases for salaries and benefits have been applied to reflect contractual agreements and current market adjustments
- Allowance of $750,000 in contingency budget for new positions in 2018 and 2019

Benefits (including OMERS, where applicable)

- Full Time	25%
- Part Time Salary	14%
- Mayor and Council	23%
- Part Time Fire	9%
- Part Time Library	9%

Administrative

- Increase at the rate of 2%

Financial Expenses

- Contingency	Additional $250K per year for growth
- Debt Charges	As per debt schedules and capital forecast
- Transfer to Capital	Based on capital forecast
- Transfer to Reserves	Increase at a rate of 1.79%, the weighted average of indices used for MPI, with the exception of the building reserve which is adjusted to reflect Bill 124 legislation

Purchased Goods and Services

- Increase at the rates per the 2017 MPI
- Incremental roadway maintenance costs for 20 new lane kilometres in 2018 and 50 new lane kilometres in 2019.
- Increases for utilities, fuel and insurance costs are based on anticipated rate increases

Transit - Implement and annualize operating impacts for capital acquisitions

Facilities
- Implement operating impacts from growth facilities.
- In 2019 the Sherwood Community Centre and Library, Indoor Turf Facility, Seniors Centre Expansion and Fire Station 5 are anticipated to be in operation.

Parks - Implement operating impacts from growth projects

ACCOUNT SUMMARY	ASSUMPTION and/or SOURCE

REVENUES

Taxation

- Penalties / Interest	Flat line at 2017 budget
- Supplementary Taxes	Flat line at 2017 budget
- Railway Taxes	Flat line at 2017 budget

Grants and Interest Income

- Flat line at the 2017 Budget

Payments in Lieu (PIL)

- Increase at a rate of 2% per year (except for Section 160)

Provincial Offences Act (POA) Revenue

- Flat line at the 2017 Budget

User Fees

- Building Permit Fees per growth forecast

Residential:	2018	2,500	units @ 2017 rates
	2019	2,637	units @ 2017 rates
Commercial/Industrial:	2018	2,472,283	units @ 2017 rates
	2019	2,771,087	units @ 2017 rates

- All other user fees - increased by 2.35%

Recoveries/Donations

- Flat line at the 2017 budget with the exception of Regional Recoveries which have been increased at the same rate as the expenditures being recovered

Finance

- Per unit fee increased at the same rates as non-union compensation
- 1.75% Capital surcharge based on capital forecast
- Transfer to Capital indexed by assessment growth and inflation.

Assessment

- Residential -	2018	2,425	units @	272,336	* 2016 Final Tax Rate
	2019	2,500	units @	303,657	* 2016 Final Tax Rate
- ICI -	2018	431,888	sq ft @	141.24	* 2016 Final Tax Rate
	2019	2,771,087	sq ft @	98.67	* 2016 Final Tax Rate
- Annual Growth -	2018	3.66%			
	2019	5.19%			

*2016 Final Tax Rate has been restated to include impact of tax policy shift.

Gross Expenditures by Department

Note: The 2018/19 operating budget forecast was prepared using an assumed 7% tax increase for the 2017 budget. The actual tax rate increased was prepared at 5.3%. The operating forecast presented on the following pages has not been updated to reflect the lower tax rate increase approved for 2017.

DEPARTMENT NAME	2015 Actuals	2016 Projected Actuals	2017 Proposed Budget	2018 Forecast Budget	2019 Forecast Budget
EXPENDITURES					
Mayor and Council	$ 530,362	$ 601,147	$ 611,903	$ 623,231	$ 634,787
Executive Services	10,804,531	11,977,443	12,625,281	13,136,208	15,353,192
Corporate Services	10,624,407	11,235,567	12,948,744	13,243,513	13,802,566
General Government	24,378,295	24,974,547	28,693,434	29,036,529	30,841,634
Engineering Services	26,930,425	27,669,314	30,741,095	32,887,103	34,985,484
Community Services	19,766,979	20,377,540	21,275,639	21,838,463	25,613,534
Planning and Development	6,388,148	7,212,873	9,012,782	8,749,647	9,262,079
Library	4,592,736	4,797,916	5,032,449	5,185,426	5,461,431
SUBTOTAL TOWN OF MILTON	**$ 104,015,883**	**$ 108,846,347**	**$ 120,941,327**	**$ 124,700,120**	**$ 135,954,707**
Hospital Expansion	$ 827,503	$ 1,101,597	$ 1,291,551	$ 2,724,910	$ 4,305,925
DBIA	223,330	237,500	251,500	256,403	261,405
SUBTOTAL HOSPITAL and DBIA	**$ 1,050,833**	**$ 1,339,097**	**$ 1,543,051**	**$ 2,981,313**	**$ 4,567,330**
TOTAL TOWN OF MILTON EXPENDITURES	**$ 105,066,716**	**$ 110,185,444**	**$ 122,484,378**	**$ 127,681,433**	**$ 140,522,037**
REVENUE					
Mayor and Council	$ (17,625)	$ (21,599)	$ (22,318)	$ (22,665)	$ (23,018)
Executive Services	(898,170)	(1,065,512)	(954,795)	(940,688)	(1,390,747)
Corporate Services	(5,116,240)	(4,640,562)	(5,050,455)	(5,213,481)	(5,323,086)
General Government	(22,043,530)	(22,791,465)	(26,197,445)	(23,935,615)	(24,395,672)
Engineering Services	(11,039,180)	(11,227,189)	(12,226,379)	(12,716,342)	(13,232,549)
Community Services	(14,199,664)	(14,326,456)	(14,682,418)	(15,004,545)	(17,901,411)
Planning and Development	(5,995,975)	(6,670,084)	(8,561,108)	(8,458,237)	(8,426,421)
Library	(306,622)	(337,207)	(337,779)	(266,186)	(307,256)
SUBTOTAL TOWN OF MILTON	**$ (59,617,006)**	**$ (61,080,074)**	**$ (68,032,697)**	**$ (66,557,759)**	**$ (71,000,160)**
Hospital Expansion	$ (513,877)	$ (778,726)	$ (962,686)	$ (2,390,140)	$ (3,965,145)
DBIA	(223,330)	(237,500)	(251,500)	(256,403)	(261,405)
SUBTOTAL HOSPITAL and DBIA	**$ (737,207)**	**$ (1,016,226)**	**$ (1,214,186)**	**$ (2,646,543)**	**$ (4,226,550)**
TOTAL TOWN OF MILTON REVENUES	**$ (60,354,213)**	**$ (62,096,300)**	**$ (69,246,883)**	**$ (69,204,302)**	**$ (75,226,710)**
TOTAL LEVY REQUIREMENTS	**$ 44,712,503**	**$ 48,089,144**	**$ 53,237,495**	**$ 58,477,131**	**$ 65,295,327**

Departmental Details

	2015 Actuals	2016 Projected Actuals	2017 Proposed Budget	2018 Forecast Budget	2019 Forecast Budget
MAYOR AND COUNCIL					
EXPENDITURES					
Salaries and Benefits	$490,391	$515,248	$525,688	$535,376	$545,258
Administrative	$34,009	$55,765	$55,913	$57,031	$58,172
Financial		$5,000	$5,000	$5,000	$5,000
Purchased Goods	$609	$701	$701	$715	$729
Purchased Services	$5,353	$24,433	$24,601	$25,109	$25,628
Total EXPENDITURES	$530,362	$601,147	$611,903	$623,231	$634,787
REVENUE					
Financing Revenue		($5,000)	($5,000)	($5,000)	($5,000)
Recoveries and Donations	($17,625)	($16,599)	($17,318)	($17,665)	($18,018)
Total REVENUE	($17,625)	($21,599)	($22,318)	($22,665)	($23,018)
Total MAYOR AND COUNCIL	**$512,737**	**$579,548**	**$589,585**	**$600,566**	**$611,769**
TOTAL LEVY REQUIREMENTS	**$512,737**	**$579,548**	**$589,585**	**$600,566**	**$611,769**

Departmental Details

	2015 Actuals	2016 Projected Actuals	2017 Proposed Budget	2018 Forecast Budget	2019 Forecast Budget
EXECUTIVE SERVICES					
OFFICE OF THE CAO					
EXPENDITURES					
Salaries and Benefits	$528,541	$960,866	$1,065,893	$1,120,668	$1,143,138
Administrative	$16,192	$24,182	$24,545	$25,036	$25,536
Transfers to Own Funds					
Purchased Goods	$4,012	$14,991	$14,187	$14,471	$14,760
Purchased Services	$395,112	$519,368	$517,216	$476,596	$486,165
Total EXPENDITURES	$943,857	$1,519,407	$1,621,841	$1,636,771	$1,669,599
REVENUE					
Financing Revenue	($73,110)	($73,577)	($74,078)	($74,601)	($75,135)
Recoveries and Donations	($14,576)				
User Fees and Service Charges	($112,159)	($172,300)	($173,000)	($177,066)	($181,227)
Reallocated Revenue	($3,852)	($15,000)	($15,000)	($15,000)	($15,000)
Total REVENUE	($203,697)	($260,877)	($262,078)	($266,667)	($271,362)
Total OFFICE OF THE CAO	**$740,160**	**$1,258,530**	**$1,359,763**	**$1,370,104**	**$1,398,237**
ECONOMIC DEVELOPMENT					
EXPENDITURES					
Salaries and Benefits	$424,885	$445,423	$479,645	$476,304	$485,606
Administrative	$10,646	$20,867	$19,370	$19,757	$20,153
Financial	$870	$1,056	$1,782	$1,782	$1,782
Purchased Goods	$20,682	$22,757	$20,333	$20,740	$21,154
Purchased Services	$538,167	$627,153	$510,878	$498,851	$512,408
Reallocated Expenses	$1,928	$3,333	$3,674	$3,747	$3,822
Total EXPENDITURES	$1,017,140	$1,156,832	$1,072,087	$1,058,237	$1,082,645
REVENUE					
Financing Revenue	($40,695)	($211,937)	($216,812)	($216,812)	($216,812)
Grants	($152,827)	($157,052)	($26,250)		
Recoveries and Donations	($100,887)	($105,290)	($102,690)	($102,690)	($102,690)
User Fees and Service Charges	($204,462)	($84,503)	($76,987)	($78,796)	($80,648)
Reallocated Revenue					
Total REVENUE	($498,871)	($558,782)	($422,739)	($398,298)	($400,150)
Total ECONOMIC DEVELOPMENT	**$518,269**	**$598,050**	**$649,348**	**$659,939**	**$682,495**

Departmental Details

	2015 Actuals	2016 Projected Actuals	2017 Proposed Budget	2018 Forecast Budget	2019 Forecast Budget
FIRE DEPARTMENT					
EXPENDITURES					
Salaries and Benefits	$7,490,443	$7,665,736	$8,253,796	$8,493,609	$10,670,280
Administrative	$40,591	$52,658	$54,458	$55,547	$56,658
Financial	$1,351	$1,514	$1,389	$1,389	$1,389
Transfers to Own Funds	$589,006	$758,217	$857,379	$1,102,726	$964,173
Purchased Goods	$88,019	$100,916	$103,290	$105,356	$112,124
Purchased Services	$480,290	$567,211	$509,804	$529,396	$618,348
Fleet Expenses	$151,015	$146,020	$147,240	$149,102	$172,818
Reallocated Expenses	$2,818	$8,933	$3,995	$4,075	$5,156
Total EXPENDITURES	$8,843,533	$9,301,205	$9,931,351	$10,441,200	$12,600,946
REVENUE					
Financing Revenue	($16,210)	($14,853)	($15,195)	($15,525)	($453,502)
Grants	($2,500)	($2,500)	($2,500)	($2,500)	($2,500)
Recoveries and Donations	($105,431)	($111,104)	($123,604)	($125,996)	($128,436)
User Fees and Service Charges	($71,461)	($117,397)	($128,679)	($131,703)	($134,798)
Reallocated Revenue					
Total REVENUE	($195,602)	($245,854)	($269,978)	($275,724)	($719,236)
Total FIRE DEPARTMENT	**$8,647,931**	**$9,055,351**	**$9,661,373**	**$10,165,476**	**$11,881,710**
Total EXECUTIVE SERVICES	**$9,906,360**	**$10,911,931**	**$11,670,484**	**$12,195,519**	**$13,962,442**
TOTAL LEVY REQUIREMENTS	**$9,906,360**	**$10,911,931**	**$11,670,484**	**$12,195,519**	**$13,962,442**

Departmental Details

	2015 Actuals	2016 Projected Actuals	2017 Proposed Budget	2018 Forecast Budget	2019 Forecast Budget
CORPORATE SERVICES					
FINANCE					
EXPENDITURES					
Salaries and Benefits	$3,390,712	$3,718,447	$4,241,807	$4,310,592	$4,396,895
Administrative	$48,310	$58,440	$58,913	$60,092	$61,294
Financial	$3,267	$4,304	$2,717	$2,717	$2,717
Transfers to Own Funds	$964,960	$56,925	$56,925	$56,925	$56,925
Purchased Goods	$50,334	$52,498	$52,711	$53,765	$54,841
Purchased Services	$226,427	$155,978	$159,823	$163,233	$166,721
Total EXPENDITURES	$4,684,010	$4,046,592	$4,572,896	$4,647,324	$4,739,393
REVENUE					
Financing Revenue	($2,529,232)	($1,847,746)	($1,988,744)	($2,080,713)	($2,117,655)
Grants					
Recoveries and Donations	($6,137)	($5,000)	($1,000)	($1,000)	($1,000)
User Fees and Service Charges	($828,931)	($566,519)	($625,105)	($638,430)	($652,070)
Reallocated Revenue	($127,186)	($259,470)	($265,659)	($270,972)	($276,392)
Total REVENUE	($3,491,486)	($2,678,735)	($2,880,508)	($2,991,115)	($3,047,117)
Total FINANCE	**$1,192,524**	**$1,367,857**	**$1,692,388**	**$1,656,209**	**$1,692,276**
INFORMATION TECHNOLOGY					
EXPENDITURES					
Salaries and Benefits	$1,625,561	$1,713,923	$2,341,393	$2,424,755	$2,468,998
Administrative	$17,881	$20,275	$28,675	$29,249	$29,833
Financial					
Transfers to Own Funds					
Purchased Goods	$752,192	$1,042,819	$1,104,987	$1,137,837	$1,460,593
Purchased Services	$752,845	$993,393	$1,016,143	$1,033,338	$1,054,103
Total EXPENDITURES	$3,148,479	$3,770,410	$4,491,198	$4,625,179	$5,013,527
REVENUE					
Financing Revenue	($37,693)	($171,026)	($366,991)	($374,956)	($383,094)
Grants					
Recoveries and Donations					
User Fees and Service Charges	($247)	($100)	($100)	($102)	($105)
Reallocated Revenue	($16,556)	($13,920)			
Total REVENUE	($54,496)	($185,046)	($367,091)	($375,058)	($383,199)
Total INFORMATION TECHNOLOGY	**$3,093,983**	**$3,585,364**	**$4,124,107**	**$4,250,121**	**$4,630,328**

Departmental Details

	2015 Actuals	2016 Projected Actuals	2017 Proposed Budget	2018 Forecast Budget	2019 Forecast Budget
HUMAN RESOURCES					
EXPENDITURES					
Salaries and Benefits	$535,684	$654,046	$698,177	$712,383	$726,874
Administrative	$97,193	$247,330	$332,780	$339,436	$346,224
Transfers to Own Funds	$36,570				
Purchased Goods	$5,473	$6,634	$6,931	$7,070	$7,211
Purchased Services	$75,731	$94,372	$179,400	$121,817	$124,285
Total EXPENDITURES	$750,651	$1,002,382	$1,217,288	$1,180,706	$1,204,594
REVENUE					
Financing Revenue	($108,778)	($110,074)	($30,445)	($36,194)	($42,058)
Recoveries and Donations					
User Fees and Service Charges					
Reallocated Revenue	($4,279)	($110,621)	($117,000)	($119,340)	($121,727)
Total REVENUE	($113,057)	($220,695)	($147,445)	($155,534)	($163,785)
Total HUMAN RESOURCES	**$637,594**	**$781,687**	**$1,069,843**	**$1,025,172**	**$1,040,809**
CLERKS					
EXPENDITURES					
Salaries and Benefits	$1,532,607	$1,852,183	$2,109,791	$2,222,333	$2,266,465
Administrative	$27,325	$44,698	$50,341	$51,348	$52,375
Financial	$11,446	$29,650	$39,096	$39,096	$39,096
Transfers to Own Funds	$24,614	$36,588	$45,042	$45,848	$46,669
Purchased Goods	$15,092	$27,751	$24,881	$25,379	$25,886
Purchased Services	$393,441	$392,529	$365,423	$372,859	$380,450
Fleet Expenses					
Reallocated Expenses	$36,740	$32,785	$32,785	$33,441	$34,110
Total EXPENDITURES	$2,041,265	$2,416,184	$2,667,359	$2,790,304	$2,845,051
REVENUE					
Financing Revenue		($3,500)	($73,407)	($73,407)	($73,407)
Recoveries and Donations	($13,785)	($32,905)	($34,750)	($34,750)	($34,750)
User Fees and Service Charges	($1,443,416)	($1,519,681)	($1,547,254)	($1,583,615)	($1,620,830)
Total REVENUE	($1,457,201)	($1,556,086)	($1,655,411)	($1,691,772)	($1,728,987)
Total CLERKS	**$584,064**	**$860,098**	**$1,011,948**	**$1,098,532**	**$1,116,064**
Total CORPORATE SERVICES	**$5,508,165**	**$6,595,006**	**$7,898,286**	**$8,030,034**	**$8,479,477**
TOTAL LEVY REQUIREMENTS	**$5,508,166**	**$6,595,005**	**$7,898,288**	**$8,030,033**	**$8,479,478**

Departmental Details

	2015 Actuals	2016 Projected Actuals	2017 Proposed Budget	2018 Forecast Budget	2019 Forecast Budget
GENERAL GOVERNMENT					
EXPENDITURES					
Salaries and Benefits	$43,004				
Administrative	$191,763	$701,000	$309,000	$315,180	$321,484
Financial	$4,145,575	$4,935,739	$6,980,979	$6,791,759	$7,579,968
Transfers to Own Funds	$19,414,943	$19,261,323	$21,334,974	$21,859,597	$22,868,641
Purchased Goods	$25,993				
Purchased Services	$502,619	$76,485	$68,481	$69,993	$71,542
Fleet Expenses	$47,318				
Reallocated Expenses	$7,081				
Total EXPENDITURES	$24,378,296	$24,974,547	$28,693,434	$29,036,529	$30,841,635
REVENUE					
External Revenue Transferred to Reserves and Reserve Funds	($10,816,638)	($11,726,577)	($12,709,216)	($12,709,216)	($12,709,216)
Financing Revenue	($3,973,128)	($4,214,291)	($6,206,137)	($3,988,954)	($4,314,752)
Taxation	($2,646,080)	($2,563,220)	($2,467,324)	($2,499,854)	($2,532,534)
Payments In Lieu	($642,570)	($672,120)	($676,049)	($689,570)	($703,361)
Grants					
Recoveries and Donations	($373,157)				
User Fees and Service Charges	($2,431,659)	($2,199,863)	($2,481,057)	($2,481,081)	($2,481,105)
Reallocated Revenue	($1,160,299)	($1,415,393)	($1,657,662)	($1,566,940)	($1,654,705)
Total REVENUE	($22,043,531)	($22,791,464)	($26,197,445)	($23,935,615)	($24,395,673)
Total GENERAL GOVERNMENT	**$2,334,765**	**$2,183,083**	**$2,495,989**	**$5,100,914**	**$6,445,962**
TOTAL LEVY REQUIREMENTS	**$2,334,765**	**$2,183,083**	**$2,495,989**	**$5,100,914**	**$6,445,962**

Departmental Details

	2015 Actuals	2016 Projected Actuals	2017 Proposed Budget	2018 Forecast Budget	2019 Forecast Budget
ENGINEERING SERVICES					
OPERATIONS					
EXPENDITURES					
Salaries and Benefits	$4,270,030	$4,710,125	$5,019,823	$5,262,121	$5,415,097
Administrative	$15,843	$38,553	$36,710	$37,444	$38,193
Transfers to Own Funds	$1,270,539	$1,203,947	$1,369,902	$1,441,472	$1,643,478
Purchased Goods	$1,653,419	$1,667,643	$1,688,639	$1,722,611	$1,759,070
Purchased Services	$5,231,757	$5,292,775	$6,391,582	$6,903,069	$7,455,012
Fleet Expenses	$1,011,131	$906,114	$1,071,749	$1,269,220	$1,545,947
Reallocated Expenses	$2,863,079	$2,716,436	$3,159,496	$3,222,686	$3,297,276
Total EXPENDITURES	$16,315,798	$16,535,593	$18,737,901	$19,858,623	$21,154,073
REVENUE					
Financing Revenue	($107,869)	($163,402)	($134,717)	($137,334)	($140,026)
Recoveries and Donations	($2,241,765)	($2,564,299)	($2,898,484)	($2,953,754)	($3,010,130)
User Fees and Service Charges	($888,001)	($795,864)	($811,844)	($830,467)	($849,561)
Reallocated Revenue	($3,133,253)	($3,092,696)	($3,479,271)	($3,589,543)	($3,748,888)
Total REVENUE	($6,370,888)	($6,616,261)	($7,324,316)	($7,511,098)	($7,748,605)
Total OPERATIONS	**$9,944,910**	**$9,919,332**	**$11,413,585**	**$12,347,525**	**$13,405,468**
TRANSIT					
EXPENDITURES					
Salaries and Benefits	$204,016	$211,242	$216,221	$220,535	$224,936
Administrative	$8,806	$11,278	$12,325	$12,572	$12,823
Financial	$1,503				
Transfers to Own Funds	$518,565	$673,297	$931,872	$1,090,628	$1,198,952
Purchased Goods	$12,084	$12,578	$12,578	$12,830	$13,086
Purchased Services	$3,324,893	$3,445,609	$3,328,024	$3,712,430	$4,031,268
Fleet Expenses	$443,176	$479,955	$1,442,251	$1,688,605	$1,885,157
Reallocated Expenses	$47,158	$69,414	$70,520	$73,930	$77,409
Total EXPENDITURES	$4,560,201	$4,903,373	$6,013,791	$6,811,530	$7,443,631
REVENUE					
Financing Revenue	($581,790)	($581,790)	($863,185)	($863,185)	($863,185)
Grants	($20,000)	($3,154)			
Recoveries and Donations	($349,849)	($363,111)	($364,441)	($463,464)	($549,591)
User Fees and Service Charges	($837,399)	($964,282)	($1,074,157)	($1,206,992)	($1,325,494)
Total REVENUE	($1,789,038)	($1,912,337)	($2,301,783)	($2,533,641)	($2,738,270)
Total TRANSIT	**$2,771,163**	**$2,991,036**	**$3,712,008**	**$4,277,889**	**$4,705,361**

Departmental Details

	2015 Actuals	2016 Projected Actuals	2017 Proposed Budget	2018 Forecast Budget	2019 Forecast Budget
INFRASTRUCTURE MANAGEMENT					
EXPENDITURES					
Salaries and Benefits	$1,201,683	$1,391,613	$1,533,342	$1,563,116	$1,593,486
Administrative	$19,373	$21,150	$27,284	$27,829	$28,386
Financial			$77,005	$678,828	$678,828
Transfers to Own Funds		$262,434			
Purchased Goods	$80,423	$45,823	$45,821	$46,737	$47,672
Purchased Services	$1,519,803	$1,769,555	$1,853,575	$1,390,039	$1,469,378
Reallocated Expenses	$8,850	$13,625	$12,394	$12,642	$12,895
Total EXPENDITURES	$2,830,132	$3,504,200	$3,549,421	$3,719,191	$3,830,645
REVENUE					
Financing Revenue	($618,517)	($611,404)	($649,388)	($663,426)	($677,767)
Grants					
Recoveries and Donations	($126,235)	($25,848)	($26,330)	($26,857)	($27,394)
User Fees and Service Charges	($236,483)	($380,397)	($241,416)	($261,814)	($283,858)
Total REVENUE	($981,235)	($1,017,649)	($917,134)	($952,097)	($989,019)
Total INFRASTRUCTURE MANAGEMENT	**$1,848,897**	**$2,486,551**	**$2,632,287**	**$2,767,094**	**$2,841,626**
DEVELOPMENT ENGINEERING					
EXPENDITURES					
Salaries and Benefits	$1,390,129	$1,473,741	$1,622,814	$1,655,241	$1,688,318
Administrative	$28,571	$31,653	$38,198	$38,962	$39,741
Purchased Goods	$19	$1,036	$1,036	$1,057	$1,078
Purchased Services	$609,439	$11,430	$8,776	$9,035	$9,303
Total EXPENDITURES	$2,028,158	$1,517,860	$1,670,824	$1,704,295	$1,738,440
REVENUE					
Financing Revenue	($20,921)	($91,740)	($74,721)	($76,343)	($78,000)
User Fees and Service Charges	($1,456,233)	($1,248,590)	($1,281,129)	($1,309,191)	($1,337,869)
Reallocated Revenue	($204,125)	($214,116)	($208,413)	($212,582)	($216,834)
Total REVENUE	($1,681,279)	($1,554,446)	($1,564,263)	($1,598,116)	($1,632,703)
Total DEVELOPMENT ENGINEERING	**$346,879**	**($36,586)**	**$106,561**	**$106,179**	**$105,737**

Departmental Details

	2015 Actuals	2016 Projected Actuals	2017 Proposed Budget	2018 Forecast Budget	2019 Forecast Budget
ENGINEERING SERVICES ADMINISTRATION					
EXPENDITURES					
Salaries and Benefits	$427,871	$425,740	$389,801	$397,662	$405,679
Administrative	$6,106	$5,730	$9,787	$9,983	$10,183
Purchased Goods	$11,958	$14,400	$16,000	$16,320	$16,646
Purchased Services	$658,515	$762,418	$353,570	$369,498	$386,188
Total EXPENDITURES	$1,104,450	$1,208,288	$769,158	$793,463	$818,696
REVENUE					
Financing Revenue	($123,896)	($126,496)	($118,883)	($121,391)	($123,952)
User Fees and Service Charges	($1,160)				
Total REVENUE	($125,056)	($126,496)	($118,883)	($121,391)	($123,952)
Total ENGINEERING SERVICES ADMINISTRATION	**$979,394**	**$1,081,792**	**$650,275**	**$672,072**	**$694,744**
Total ENGINEERING SERVICES	**$15,891,243**	**$16,442,125**	**$18,514,716**	**$20,170,759**	**$21,752,936**
TOTAL LEVY REQUIREMENTS	**$15,891,243**	**$16,442,125**	**$18,514,716**	**$20,170,759**	**$21,752,936**

Departmental Details

	2015 Actuals	2016 Projected Actuals	2017 Proposed Budget	2018 Forecast Budget	2019 Forecast Budget
COMMUNITY SERVICES					
PROGRAMS					
EXPENDITURES					
Salaries and Benefits	$3,765,978	$3,767,952	$4,007,029	$4,048,447	$4,434,485
Administrative	$25,331	$33,258	$19,322	$19,708	$23,446
Financial	$362,800	$318,276	$317,753	$317,753	$317,753
Transfers to Own Funds	$25,678	$26,350	$4,350	$4,368	$4,386
Purchased Goods	$209,388	$226,070	$213,076	$216,318	$229,374
Purchased Services	$453,237	$572,993	$559,878	$571,185	$585,705
Reallocated Expenses	$15,871	$19,125	$18,670	$19,043	$19,424
Total EXPENDITURES	$4,858,283	$4,964,024	$5,140,078	$5,196,822	$5,614,573
REVENUE					
Financing Revenue	($390,587)	($278,266)	($308,546)	($309,282)	($310,034)
Grants	($120,912)	($128,295)	($61,600)	($60,000)	($60,000)
Recoveries and Donations	($174,163)	($278,794)	($245,900)	($248,898)	($257,435)
User Fees and Service Charges	($4,011,673)	($4,380,216)	($4,705,043)	($4,815,612)	($5,504,174)
Reallocated Revenue					
Total REVENUE	($4,697,335)	($5,065,571)	($5,321,089)	($5,433,792)	($6,131,643)
Total PROGRAMS	**$160,948**	**($101,547)**	**($181,011)**	**($236,970)**	**($517,070)**
RECREATION AND CULTURE FACILITES					
EXPENDITURES					
Salaries and Benefits	$4,652,077	$4,711,088	$5,089,942	$5,191,514	$6,359,698
Administrative	$18,770	$29,029	$29,428	$30,017	$37,017
Financial	$423,540	$430,868	$417,141	$416,701	$452,246
Transfers to Own Funds	$998,372	$993,729	$1,014,827	$1,032,379	$1,241,954
Purchased Goods	$702,904	$610,589	$636,946	$640,146	$859,514
Purchased Services	$4,044,348	$4,319,085	$4,440,424	$4,697,433	$6,270,403
Fleet Expenses		$4,000	$4,000	$4,080	$4,162
Reallocated Expenses	$147,763	$189,487	$143,189	$145,603	$169,614
Total EXPENDITURES	$10,987,774	$11,287,875	$11,775,897	$12,157,873	$15,394,608
REVENUE					
Financing Revenue	($430,941)	($446,186)	($391,737)	($574,276)	($574,276)
Grants	($1,568,570)	($917,138)	($826,552)	($817,700)	($817,700)
Recoveries and Donations	($220,815)	($262,024)	($241,424)	($114,097)	($114,257)
User Fees and Service Charges	($5,444,933)	($5,594,922)	($5,771,152)	($5,906,774)	($8,077,600)
Reallocated Revenue	($247,897)	($237,938)	($261,491)	($266,271)	($271,146)
Total REVENUE	($7,913,156)	($7,458,208)	($7,492,356)	($7,679,118)	($9,854,979)
Total RECREATION AND CULTURE FACILITES	**$3,074,618**	**$3,829,667**	**$4,283,541**	**$4,478,755**	**$5,539,629**

Departmental Details

	2015 Actuals	2016 Projected Actuals	2017 Proposed Budget	2018 Forecast Budget	2019 Forecast Budget
ADMINISTRATION AND CIVIC FACILITIES					
EXPENDITURES					
Salaries and Benefits	$2,437,234	$2,554,912	$2,815,688	$2,880,880	$2,938,351
Administrative	$23,609	$32,951	$47,775	$48,731	$49,706
Financial	$86,721	$71,844	$96,437	$96,437	$96,437
Transfers to Own Funds	$563,822	$605,224	$636,392	$647,784	$659,379
Purchased Goods	$56,878	$52,551	$52,771	$53,826	$54,903
Purchased Services	$707,839	$736,282	$658,414	$702,880	$751,280
Reallocated Expenses	$44,818	$71,877	$52,188	$53,232	$54,297
Total EXPENDITURES	$3,920,921	$4,125,641	$4,359,665	$4,483,770	$4,604,353
REVENUE					
Financing Revenue	($1,377,025)	($1,523,420)	($1,628,935)	($1,646,357)	($1,664,156)
Recoveries and Donations	($4,366)				
User Fees and Service Charges	($207,784)	($279,256)	($240,038)	($245,279)	($250,634)
Total REVENUE	($1,589,175)	($1,802,676)	($1,868,973)	($1,891,636)	($1,914,790)
Total ADMINISTRATION AND CIVIC FACILITIES	**$2,331,746**	**$2,322,965**	**$2,490,692**	**$2,592,134**	**$2,689,563**
Total COMMUNITY SERVICES	**$5,567,312**	**$6,051,085**	**$6,593,222**	**$6,833,919**	**$7,712,122**
TOTAL LEVY REQUIREMENTS	**$5,567,312**	**$6,051,085**	**$6,593,222**	**$6,833,919**	**$7,712,122**

Departmental Details

	2015 Actuals	2016 Projected Actuals	2017 Proposed Budget	2018 Forecast Budget	2019 Forecast Budget
PLANNING SERVICES					
EXPENDITURES					
Salaries and Benefits	$1,870,652	$1,876,490	$2,065,781	$2,133,611	$2,176,052
Administrative	$31,703	$50,522	$56,192	$57,316	$58,462
Purchased Goods	$19,912	$23,850	$23,850	$24,327	$24,814
Purchased Services	$178,410	$185,230	$114,119	$92,572	$96,178
Total EXPENDITURES	$2,100,677	$2,136,092	$2,259,942	$2,307,826	$2,355,506
REVENUE					
Financing Revenue	($350,137)	($383,801)	($498,682)	($509,500)	($520,553)
Recoveries and Donations	($5,926)				
User Fees and Service Charges	($1,352,441)	($1,209,500)	($1,309,586)	($1,506,915)	($999,293)
Total REVENUE	($1,708,504)	($1,593,301)	($1,808,268)	($2,016,415)	($1,519,846)
Total PLANNING SERVICES	**$392,173**	**$542,791**	**$451,674**	**$291,411**	**$835,660**
BUILDING SERVICES					
EXPENDITURES					
Salaries and Benefits	$2,648,043	$3,078,516	$3,559,191	$3,629,590	$3,701,396
Administrative	$90,344	$144,437	$136,980	$139,720	$142,514
Financial	($28)				
Transfers to Own Funds			$1,011,166	$709,749	$1,003,984
Purchased Goods	$10,224	$8,500	$9,500	$9,690	$9,884
Purchased Services	$22,591	$29,050	$21,878	$22,540	$23,226
Reallocated Expenses	$1,516,297	$1,816,279	$2,014,126	$1,930,533	$2,025,569
Total EXPENDITURES	$4,287,471	$5,076,782	$6,752,841	$6,441,822	$6,906,573
REVENUE					
Financing Revenue	($110,557)	($2,434,679)			
User Fees and Service Charges	($4,176,913)	($2,642,104)	($6,752,840)	($6,441,821)	($6,906,574)
Total REVENUE	($4,287,470)	($5,076,783)	($6,752,840)	($6,441,821)	($6,906,574)
Total BUILDING SERVICES	$1	($1)	$1	$1	($1)
Total PLANNING AND DEVELOPMENT	**$392,174**	**$542,790**	**$451,675**	**$291,412**	**$835,659**
TOTAL LEVY REQUIREMENTS	**$392,174**	**$542,790**	**$451,675**	**$291,412**	**$835,659**

Departmental Details

	2015 Actuals	2016 Projected Actuals	2017 Proposed Budget	2018 Forecast Budget	2019 Forecast Budget
LIBRARY					
EXPENDITURES					
Salaries and Benefits	$2,833,907	$2,914,876	$3,086,006	$3,178,183	$3,711,195
Administrative	$23,843	$27,195	$29,225	$29,810	$34,592
Financial	$2,454	$2,634	$3,049	$3,049	$3,810
Transfers to Own Funds	$952,164	$904,536	$913,649	$1,038,051	$590,468
Purchased Goods	$135,125	$150,758	$159,290	$157,376	$178,081
Purchased Services	$443,221	$591,151	$598,249	$535,939	$698,288
Reallocated Expenses	$202,021	$206,766	$242,981	$243,018	$244,997
Total EXPENDITURES	$4,592,735	$4,797,916	$5,032,449	$5,185,426	$5,461,431
REVENUE					
Financing Revenue	($43,467)	($44,578)	($48,000)	($48,000)	($54,421)
Taxation					
Grants	($80,443)	($132,679)	($132,679)	($57,554)	($57,554)
Recoveries and Donations	($36,955)	($22,500)	($14,200)	($14,374)	($14,551)
User Fees and Service Charges	($145,757)	($137,450)	($142,900)	($146,258)	($180,729)
Total REVENUE	($306,622)	($337,207)	($337,779)	($266,186)	($307,255)
Total LIBRARY	**$4,286,113**	**$4,460,709**	**$4,694,670**	**$4,919,240**	**$5,154,176**
TOTAL LEVY REQUIREMENTS	**$4,286,113**	**$4,460,709**	**$4,694,670**	**$4,919,240**	**$5,154,176**

Departmental Details

	2015 Actuals	2016 Projected Actuals	2017 Proposed Budget	2018 Forecast Budget	2019 Forecast Budget
HOSPITAL EXPANSION					
EXPENDITURES					
Financial	$506,755	$777,726	$961,686	$2,389,140	$3,964,145
Transfers to Own Funds	$320,748	$323,871	$329,865	$335,770	$341,780
Total EXPENDITURES	$827,503	$1,101,597	$1,291,551	$2,724,910	$4,305,925
REVENUE					
Financing Revenue	($505,005)	($775,226)	($959,186)	($2,386,640)	($3,961,645)
Taxation	($7,011)	($3,500)	($3,500)	($3,500)	($3,500)
Payments In Lieu	($1,861)				
Total REVENUE	($513,877)	($778,726)	($962,686)	($2,390,140)	($3,965,145)
Total HOSPITAL EXPANSION	**$313,626**	**$322,871**	**$328,865**	**$334,770**	**$340,780**
TOTAL LEVY REQUIREMENTS	**$313,626**	**$322,871**	**$328,865**	**$334,770**	**$340,780**

Departmental Details

	2015 Actuals	2016 Projected Actuals	2017 Proposed Budget	2018 Forecast Budget	2019 Forecast Budget
DBIA					
EXPENDITURES					
Salaries and Benefits	$84,645	$93,600	$89,600	$91,295	$93,025
Administrative					
Financial	$2,387	$1,500	$1,500	$1,500	$1,500
Transfers to Own Funds	$20,066				
Purchased Goods	$8,778	$8,500	$9,500	$9,690	$9,884
Purchased Services	$104,454	$130,900	$147,900	$150,858	$153,875
Reallocated Expenses	$3,000	$3,000	$3,000	$3,060	$3,121
Total EXPENDITURES	$223,330	$237,500	$251,500	$256,404	$261,404
REVENUE					
Financing Revenue		($5,580)	($10,532)	($10,532)	($10,532)
Taxation	($195,092)	($201,920)	($206,968)	($211,425)	($215,969)
Grants	($2,640)				
Recoveries and Donations	($8,335)	($15,000)	($15,000)	($15,000)	($15,000)
User Fees and Service Charges	($17,263)	($15,000)	($19,000)	($19,447)	($19,903)
Total REVENUE	($223,330)	($237,500)	($251,500)	($256,404)	($261,404)
Total DBIA					
TOTAL LEVY REQUIREMENTS					

RESERVES AND RESERVE FUNDS

2017 Town of Milton Approved Capital and Operating Budget

15

Overview

Reserves and reserve funds are an important element of the Town's long-term financial plan as they allow the Town to set aside funds for a future purpose and fulfill a critical financial need for the municipality. They make provisions for the replacement and rehabilitation of existing Town assets, provide a contingency for one-time and unforeseeable events and provide flexibility to manage debt levels and protect the Town's financial position.

Reserves

A reserve is an allocation of accumulated net revenue and is governed by Council policies that identify the intended purpose, target balance and funding sources. Reserves are part of the Town's overall revenue fund and are non-interest bearing. Therefore, any interest earned by the Town from the investment of funds in reserves is retained as revenue in the overall operating fund.

Reserve Funds

Reserve funds are established to segregate funds that are acquired for a specific purpose as identified through legislation, financial agreements or Council direction. Reserve funds are interest bearing and earnings are applied to each reserve fund based on yields earned on the Town's total investment portfolio and cash balances. There are two types of reserve funds:

1. Obligatory Reserve Funds - these funds are acquired by the Town for a legislated purpose or for a specifically defined purpose through a financial agreement. They are segregated and created solely for the purpose prescribed for them.
2. Discretionary Reserve Funds - these funds are established based on Council direction and are used to finance specific future expenditures or to fund specific contingent liabilities. These funds are also segregated from the general revenues of the Town.

Reserves and reserve funds are a key funding source for capital infrastructure with 84% of the 2017 capital budget funded from reserves and reserve funds including development charges and capital provision revenues. This section includes an overview of the reserves and reserve funds by their intended or legislated use while complete definitions and funding sources are included in the Supplementary Information section on pages 378 to 389.

Town Reserves and Reserve Funds

Stabilization Reserves

Stabilization reserves are used to offset extraordinary and unforeseen expenditure requirements, one-time expenditures, cyclical expenses, revenue shortfalls and they help to minimize fluctuations in the tax levy.

Stabilization Reserves	Dec 31, 2015 Balance	Dec 31, 2016 Estimated Balance	Projected 2017 Activity	Dec 31, 2017 Estimated Balance
Tax Rate Stabilization	$ 2,636,360	$ 2,194,404	$ 190,294	$ 2,384,698
Election	91,000	183,820	70,541	254,361
Winter Control	847,970	975,470	133,837	1,109,307
Building Rate Stabilization	4,055,552	1,620,873	681,626	2,302,499
Total Stabilization Reserves	**$ 7,630,882**	**$ 4,974,566**	**$ 1,076,298**	**$ 6,050,865**

As illustrated in the table, the estimated balance in these reserves at December 31, 2016 is $5.0 million. The 2017 budget is forecast to increase these reserves to $6.0 million, largely driven by an increase in the Building Stabilization Reserve due to an increase in the estimated development activity during 2017.

Corporate Use Reserves

Corporate use reserves provide for various contingent and potential future liabilities. At the end of this year, the estimated balance in the corporate use reserves is $5.9 million as illustrated in the table.

Corporate Use Reserves	Dec 31, 2015 Balance	Dec 31, 2016 Estimated Balance	Projected 2017 Activity	Dec 31, 2017 Estimated Balance
Legal Matters	$ 317,148	$ 595,432	$ 255,709	$ 851,140
Per Unit Development Processing Fee	1,226,834	1,157,500	592,127	1,749,628
Insurance	722,750	834,112	127,410	961,522
WSIB	870,280	304,280	(192,000)	112,280
Working Funds	1,064,000	1,064,000	-	1,064,000
Training	265,360	363,360	(30,445)	332,915
Growth Related Resources	1,235,423	1,612,517	181,814	1,794,331
Total Corporate Use Reserves	**$ 5,701,796**	**$ 5,931,202**	**$ 934,615**	**$ 6,865,817**

Capital Reserves

Capital reserves are used to fund the annual capital program including both the replacement/rehabilitation of existing infrastructure to maintain assets in a state of good repair and the construction/purchase of infrastructure to service the growing community. The assets base owned by Milton continues to increase with the ongoing growth in the community which will require long term investment for their future renewal. As such, the contribution to reserves for capital replacement should be adjusted regularly to align with the future lifecycle costing identified in the Town's asset management plans.

As illustrated in the table, the estimated total balance for these reserves at year end is $104.8 million, of which $66.2 million specifically relates to future investment in growth infrastructure.

Capital Reserves	Dec 31, 2015 Balance	Dec 31, 2016 Estimated Balance	Projected 2017 Activity	Dec 31, 2017 Estimated Balance
Infrastructure Renewal	$ 305,168	$ 457,594	$ 333,943	$ 791,537
Municipal Building Components	3,717,338	4,068,868	536,530	4,605,398
Capital Provision	12,195,584	14,527,410	873,139	15,400,549
Capital Works	7,599,406	6,708,313	(4,307,424)	2,400,889
Transit and Transportation	798,089	760,048	487,488	1,247,536
Computer Requirements	1,191,127	557,719	(19,026)	538,693
Equipment Replacement	4,244,440	5,663,616	1,028,827	6,692,443
Municipal Buildings Replacement	916,213	1,141,726	(998,662)	143,064
Cash-in-lieu of Parkland	3,957,149	3,853,961	(9,133)	3,844,828
Property Transactions	3,928,105	8,665,794	(901,157)	7,764,637
Cash-in-lieu of Parking	115,065	123,407	10,894	134,300
Cash-in-lieu of Storm Water Management	140,797	140,797	(98,184)	42,613
Ontario Lottery Corporation Proceeds	11,385,741	10,600,919	(2,731,447)	7,869,472
Development Charges	31,256,956	47,548,900	(30,692,899)	16,856,002
Total Capital Reserves	**$ 81,751,178**	**$ 104,819,072**	**$ (36,487,112)**	**$ 68,331,961**

As discussed on page 37, Milton continues to improve its financial forecasting and planning through the development of asset management plans. The current asset management plans for Roads, Bridges and Culverts, as well as Facilities and Transit, identify an annual combined funding shortfall of $0.7 million compounded by an existing infrastructure deficit of $21.2 million. Future budgets will need to consider increases to the Infrastructure Renewal Reserve to eliminate the overall funding deficit and ensure the long-term financial sustainability of the Town.

Government Funded Reserves and Reserve Funds

Government funded reserves and reserve funds are established to appropriately monitor and record revenues received from the Provincial and Federal governments through various grant funding programs. The funds accumulate in the respective reserve funds until such time as they can be used in the Town's budgets in accordance with the guidelines of each program. The balances reflected in the following table include all outstanding commitments against these reserves and reserve funds. The Ontario Community Infrastructure Reserve Fund shows a zero balance as the funds are anticipated to be utilized in the year received until 2018.

Government Funded Reserves	Dec 31, 2015 Balance	Dec 31, 2016 Estimated Balance	Projected 2017 Activity	Dec 31, 2017 Estimated Balance
Ontario Community Infrastructure Fund	-	-	-	-
Provincial Gas Tax	901,308	1,136,889	(23,534)	1,113,354
Federal Gas Tax	4,837,768	6,768,375	(6,280,084)	488,290
Total Government Funded	**$ 5,739,075**	**$ 7,905,263**	**$ (6,303,619)**	**$ 1,601,645**

Program Specific Reserve Funds

Program specific reserve funds are non-obligatory reserve funds established to accumulate funds for specific programs or contain funding received for a specified purpose as outlined in the reserve and reserve fund policies. Reserve fund balances for this classification are summarized in the following table:

Program Specific Reserves	Dec 31, 2015 Balance	Dec 31, 2016 Estimated Balance	Projected 2017 Activity	Dec 31, 2017 Estimated Balance
Perpetual Maintenance	$ 462,928	$ 464,167	$ 5,343	$ 469,511
Aggregate Permit Fees	$ 957,855	$ 1,003,238	$ 301,919	$ 1,305,157
Sportsfield Development	100,969	109,870	11,429	121,299
Investment in the Arts	517,301	1,232,300	(81,377)	1,150,924
Metrolinx Bike	82	82	-	82
Mayor's Legacy Fund	83,664	83,664	1,673	85,337
Total Program Specific	**$ 2,122,800**	**$ 2,893,322**	**$ 238,988**	**$ 3,132,309**

Boards and Committees

The following table summarizes the reserves and reserve funds that are established for the specific use of Town boards and committees as well as the expansion of the Milton District Hospital.

Boards and Committees Reserves	Dec 31, 2015 Balance	Dec 31, 2016 Estimated Balance	Projected 2017 Activity	Dec 31, 2017 Estimated Balance
Library Tax Rate Stabilization	$ 721,498	$ 1,153,373	$ 424,189	$ 1,577,562
Library Capital Works	803,917	856,757	(107,645)	749,112
DBIA Surplus	33,676	53,096	(10,532)	42,564
Seniors' Fundraising	103,457	99,384	(1,000)	98,384
Milton District Hospital Expansion	17,856,258	16,812,243	(16,340,866)	471,377
Total Boards and Committees	**$ 19,518,806**	**$ 18,974,853**	**$ (16,035,854)**	**$ 2,938,998**

A significant decrease in the balance is anticipated due to the completion of the expansion to the Milton District Hospital and the associated Town payment to Halton Healthcare Services in early 2017.

Significant Changes in Reserves and Reserve Funds

Reserve and reserve fund balances can vary greatly from year to year as funds are utilized to support the ongoing operations and capital investment of the Town. It is important to understand and address the causes of the large swings and update the long-term financial plans accordingly.

Substantial Increases in Balances

Numerous of the Town's reserve and reserve fund balances are anticipated to experience a positive change greater than 10% of the prior year end balance.

Stabilization Reserves

- Election
- Winter Control

Corporate Use Reserves

- Legal Matters
- Insurance
- Training
- Growth Related Resources

Capital Reserves

- Infrastructure Renewal
- Capital Provision
- Equipment Replacement
- Municipal Buildings Replacement
- Property Transactions
- Development Charges

Government Funded

- Provincial Gas Tax
- Federal Gas Tax

Program Specific

- Investment in the Arts

Boards and Committees

- Library Tax Rate Stabilization
- DBIA Surplus

Increases in stabilization, corporate use and Boards and Committees reserves are largely driven by contributions in the 2017 budget to replenish previous draws on the reserves and ensure sufficient balances to address future requirements. A large transfer to the Growth Related Resources Reserve was approved mid-year 2016 through CORS-046-16 due to savings in vacancies from new approved positions.

As the Town continues to grow and infrastructure ages, the need for capital reserves to fund infrastructure renewal requirements and future property and growth needs will necessitate both larger contributions and average annual balances in the reserves to support the growing capital program. Although these reserves are increasing in the short-term, as large capital projects are undertaken the balances will decrease and require replenishment.

Although the balance in the government funded reserve funds are forecast to increase over the prior year, many of the funds in the Federal Gas Tax reserve fund are committed to various road infrastructure projects that are anticipated to be completed during 2017. In addition, future growth in the transit system will require increased draws from the Provincial Gas Tax reserve fund to minimize the impact on the operating fund commencing in 2017.

Through COMS-020-16, a portion of the sale of the property adjacent to the Milton Centre for the Arts was directed to be deposited into the Investment in the Arts reserve fund which is causing the large increase in the balance over the prior year. These additional funds are intended to cover the balance of the debenture payments issued for the construction of the facility and will be completely depleted by 2020.

Substantial Decreases in Balances

On the contrary, numerous of the Town's reserve and reserve fund balances are anticipated to experience a decrease greater than 10% of the prior year end balance.

Stabilization Reserves

- Tax Rate Stabilization
- Building Rate Stabilization

Corporate Use Reserves

- WSIB

Capital Reserves

- Capital Works
- Computer Requirements

Large decreases in the stabilization and corporate use reserves are driven by operating requirements during 2016 primarily caused by a temporary slowdown in growth resulting in lower building permit revenues and a smaller capital program. When growth accelerates in 2017 and continues through the forecast, the balances in the stabilization reserves are expected to recover.

Estimated reserve and reserve fund balances for 2016 as well as projections for 2017 activity are outlined in the following tables.

Summary of Projected 2017 Activity

Revenues into the Town's reserves and reserve funds are anticipated to reach nearly $100 million in 2017, largely from development revenues including development charges, cash flow assistance for roads infrastructure and capital provision along with grants from the federal and provincial governments through the Federal Gas Tax and Ontario Community Infrastructure Fund. External funding sources generate significant contributions to the Town's reserves and reserve funds and play a critical role in the Town's long-term financial management.

Significant transfers of $149 million from reserves and reserve funds are anticipated in 2017 to fund the large capital program, including the expansion of the Milton District Hospital as well as for committed funds not yet transferred from prior year budget approvals. Nearly two thirds of the transfers are from the development charge reserve funds and will be used to support such projects as the development of the Sherwood Community Centre and Library, redevelopment of Fire Station #1 and numerous road infrastructure projects to service growth. Transfers to the Operating Fund of $5.9 million are forecast for 2017. These transfers are made to fund the debenture principle and interest payments on previously approved reserve fund debt as well as to support the daily operations of the organization including WSIB, insurance and legal matters, staff training, transit expenditures and transfers to the community fund.

Development charge debenture payments will be funded directly through the reserve fund in the amount of $1.5 million for debt previously issued.

Schedule of Movement - Reserves

Reserves	Dec 31, 2015 Balance	Dec 31, 2016 Estimated Balance	Projected 2017 Activity						Dec 31, 2017 Estimated Balance
			Interest Earned	Contribution from Revenue	Other Revenue	Transfer to Capital	Transfer to Revenue	Debt Payments	
Reserves									
Tax Rate Stabilization	$ 2,636,360	$ 2,194,404	$ -	$ 190,294	$ -	$ -	$ -	$ -	$ 2,384,698
Infrastructure Renewal	305,168	457,594	-	333,943	-	-	-	-	791,537
Library Tax Rate Stabilization	721,498	1,153,373	-	424,189	-	-	-	-	1,577,562
Library Capital Works	803,917	856,757	-	389,460	-	(497,105)	-	-	749,112
Legal Matters	317,148	595,432	-	305,709	-	-	(50,000)	-	851,140
Per Unit Development Processing Fee	1,226,834	1,157,500	-	1,100,993	-	-	(508,866)	-	1,749,628
Election	91,000	183,820	-	94,676	-	-	(24,135)	-	254,361
Winter Control	847,970	975,470	-	133,837	-	-	-	-	1,109,307
Insurance	722,750	834,112	-	217,410	-	-	(90,000)	-	961,522
WSIB	870,280	304,280	-	-	-	-	(192,000)	-	112,280
Municipal Building Components	3,717,338	4,068,868	-	1,467,813	-	(931,283)	-	-	4,605,398
Capital Provision	12,195,584	14,527,410	-	5,051,296	-	(3,994,197)	(183,960)	-	15,400,549
Capital Works	7,599,406	6,708,313	-	4,676,072	-	(8,309,296)	(674,200)	-	2,400,889
Transit and Transportation	798,089	760,048	-	487,488	-	-	-	-	1,247,536
Computer Requirements	1,191,127	557,719	-	321,834	-	(340,860)	-	-	538,693
Equipment Replacement	4,244,440	5,663,616	-	3,186,047	-	(2,157,220)	-	-	6,692,443
Working Funds	1,064,000	1,064,000	-	-	-	-	-	-	1,064,000
Aggregate Permit Fees	957,855	1,003,238	-	301,919	-	-	-	-	1,305,157
DBIA Surplus	33,676	53,096	-	-	-	-	(10,532)	-	42,564
Seniors' Fundraising	103,457	99,384	-	1,000	-	-	(2,000)	-	98,384
Training	265,360	363,360	-	-	-	-	(30,445)	-	332,915
Growth Related Resources	1,235,423	1,612,517	-	419,541	-	(191,955)	(45,772)	-	1,794,331
Municipal Buildings Replacement	916,213	1,141,726	-	245,734	-	(1,244,396)	-	-	143,064
Total Reserves	**$ 42,864,894**	**$ 46,336,037**	**$ -**	**$ 19,349,255**	**$ -**	**$ (17,666,312)**	**$ (1,811,910)**	**$ -**	**$ 46,207,070**

Schedule of Movement - Reserve Funds

Reserve Funds	Dec 31, 2015 Balance	Dec 31, 2016 Estimated Balance	Projected 2017 Activity						Dec 31, 2017 Estimated Balance
			Interest Earned	Contribution from Revenue	Other Revenue	Transfer to Capital	Transfer to Revenue	Debt Payments	
Reserve Funds									
Ontario Community Infrastructure Fund	$ -	$ -	$ -	$ -	$ 1,383,761	$ (1,383,761)	$ -	$ -	$ -
Provincial Gas Tax	901,308	1,136,889	22,280	-	$ 817,371	-	(863,185)	-	1,113,354
Perpetual Maintenance	462,928	464,167	9,343	6,000	$ -	-	(10,000)	-	469,511
Cash-in-lieu of Parkland	3,957,149	3,853,961	76,226	-	$ 200,000	(39,120)	(246,239)	-	3,844,828
Building Rate Stabilization	4,055,552	1,620,873	27,094	1,011,166	$ -	(356,634)	-	-	2,302,499
Property Transactions	3,928,105	8,665,794	162,678	711,126	$ -	-	(1,774,961)	-	7,764,637
Milton District Hospital Expansion	17,856,258	16,812,243	77,429	679,865	$ -	(16,322,934)	(775,226)	-	471,377
Cash-in-lieu of Parking	115,065	123,407	2,552	-	$ 8,342	-	-	-	134,300
Cash-in-lieu of Storm Water Management	140,797	140,797	1,816	-	$ -	(100,000)	-	-	42,613
Sportsfield Development	100,969	109,870	2,289	9,140	$ -	-	-	-	121,299
Investment in the Arts	517,301	1,232,300	23,596	-	$ -	-	(104,973)	-	1,150,924
Metrolinx Bike	82	82	-	-	$ -	-	-	-	82
Federal Gas Tax	4,837,768	6,768,375	24,442	-	$ -	(6,304,526)	-	-	488,290
Mayor's Legacy Fund	83,664	83,664	1,673	-	$ -	-	-	-	85,337
Milton District High School Reunion Scholarship Fund	-	-	-	-	$ -	-	-	-	-
Ontario Lottery Corporation Proceeds	11,385,741	10,600,919	175,683	5,500,000	$ -	(7,976,370)	(430,760)	-	7,869,472
Development Charges	31,256,956	47,548,900	176,695	-	69,442,877	(98,848,686)	-	(1,463,785)	16,856,002
Total Reserve Funds	**$ 79,599,643**	**$ 99,162,241**	**$ 783,795**	**$ 7,917,297**	**$ 71,852,351**	**$ (131,332,031)**	**$ (4,205,344)**	**$ (1,463,785)**	**$ 42,714,525**

Reserves and Reserve Funds Forecast

A 10 year reserve and reserve fund forecast has been prepared to illustrate the long-range financial stability of the organization. Many of the balances can be difficult to predict as their use is affected by uncertain future events however, the following tables illustrate projections based on historical usage patterns and the capital budget forecast.

Generally, reserves are forecast to maintain relatively stable balances over the forecast period however, the capital provision will experience a sharp decline towards the end of the forecast as the funds are used towards the growth infrastructure supporting the Boyne and Sherwood secondary plan areas.

Reserve fund balances are expected to decline in 2019-2020 before progressively increasing in the balance of the forecast. The change is largely driven by fluctuations in the Development Charges reserve fund as funds are expended to deliver growth infrastructure to the community and revenues received from new development.

Reserves	Dec 31, 2015 Balance	Dec 31, 2016 Estimated Balance	Dec 31, 2017 Estimated Balance	Dec 31, 2018 Estimated Balance	Dec 31, 2019 Estimated Balance	Dec 31, 2020 Estimated Balance	Dec 31, 2021 Estimated Balance	Dec 31, 2022 Estimated Balance	Dec 31, 2023 Estimated Balance	Dec 31, 2024 Estimated Balance	Dec 31, 2025 Estimated Balance	Dec 31, 2026 Estimated Balance
Reserves												
Tax Rate Stabilization	$ 2,636,360	$ 2,194,404	$ 2,384,698	$ 2,650,676	$ 3,251,513	$ 3,765,529	$ 3,612,769	$ 3,765,102	$ 3,409,111	$ 3,033,146	$ 2,371,977	$ 1,567,007
Infrastructure Renewal	305,168	457,594	791,537	635,498	989,778	1,004,687	1,380,543	1,767,674	1,816,420	2,227,127	2,650,156	3,085,876
Library Tax Rate Stabilization	721,498	1,153,373	1,577,562	2,101,386	2,039,981	2,072,662	1,838,402	1,326,921	911,333	600,145	402,403	327,721
Library Capital Works	803,917	856,757	749,112	677,367	654,096	566,374	442,857	408,461	294,485	157,965	74,142	(11,158)
Legal Matters	317,148	595,432	851,140	1,166,020	1,490,347	1,824,403	2,168,481	2,522,881	2,887,913	3,263,896	3,651,159	4,050,039
Per Unit Development Processing Fee	1,226,834	1,157,500	1,749,628	1,749,628	1,749,628	1,749,628	1,749,628	1,749,628	1,749,628	1,749,628	1,749,628	1,749,628
Election	91,000	183,820	254,361	-	100,442	203,897	310,455	-	113,048	229,488	349,420	-
Winter Control	847,970	975,470	1,109,307	1,047,159	989,147	935,394	886,029	841,183	800,991	765,594	735,134	709,761
Insurance	722,750	834,112	961,522	1,092,755	1,227,924	1,367,148	1,510,549	1,658,252	1,810,387	1,967,085	2,128,484	2,294,725
WSIB	870,280	304,280	112,280	112,280	112,280	112,280	112,280	112,280	112,280	112,280	112,280	112,280
Municipal Building Components	3,717,338	4,068,868	4,605,398	5,588,517	7,117,413	6,496,800	8,163,702	9,077,652	9,977,354	11,471,199	11,881,170	13,389,434
Capital Provision	12,195,584	14,527,410	15,400,549	18,974,539	19,741,183	18,179,068	18,628,942	15,129,902	11,507,079	7,870,612	5,687,316	3,498,097
Capital Works	7,599,406	6,708,313	2,400,889	2,257,675	2,837,080	3,844,591	4,185,456	5,147,548	5,982,253	7,019,429	8,285,122	10,400,440
Transit and Transportation	798,089	760,048	1,247,536	1,592,705	2,109,881	2,642,573	3,191,245	3,756,377	4,338,463	4,938,012	5,555,547	6,191,608
Computer Requirements	1,191,127	557,719	538,693	616,987	699,121	797,602	900,529	1,020,428	1,145,415	1,288,035	1,442,530	1,609,255
Equipment Replacement	4,244,440	5,663,616	6,692,443	7,162,854	7,384,325	6,492,860	8,810,988	6,845,660	7,359,479	7,190,199	6,177,726	6,218,656
Working Funds	1,064,000	1,064,000	1,064,000	1,064,000	1,064,000	1,064,000	1,064,000	1,064,000	1,064,000	1,064,000	1,064,000	1,064,000
Aggregate Permit Fees	957,855	1,003,238	1,305,157	457,076	158,995	460,914	762,833	1,064,752	1,366,671	1,668,590	1,970,509	2,272,428
DBIA Surplus	33,676	53,096	42,564	42,564	42,564	42,564	42,564	42,564	42,564	42,564	42,564	42,564
Seniors' Fundraising	103,457	99,384	98,384	97,384	96,384	95,384	94,384	93,384	92,384	91,384	90,384	89,384
Training	265,360	363,360	332,915	332,915	332,915	332,915	332,915	332,915	332,915	332,915	332,915	332,915
Growth Related Resources	1,235,423	1,612,517	1,794,331	1,625,426	1,125,426	1,125,426	1,125,426	1,084,726	1,084,726	1,084,726	1,084,726	1,084,726
Municipal Buildings Replacement	916,213	1,141,726	143,064	209,023	162,369	115,715	361,449	607,183	813,254	1,058,988	1,304,722	1,550,456
Total Reserves	**$ 42,864,894**	**$ 46,336,037**	**$ 46,207,070**	**$ 51,254,434**	**$ 55,476,791**	**$ 55,292,412**	**$ 61,676,427**	**$ 59,419,473**	**$ 59,012,151**	**$ 59,227,007**	**$ 59,144,014**	**$ 61,629,842**

Reserves and Reserve Funds Forecast

Reserve Funds	Dec 31, 2015 Balance	Dec 31, 2016 Estimated Balance	Dec 31, 2017 Estimated Balance	Dec 31, 2018 Estimated Balance	Dec 31, 2019 Estimated Balance	Dec 31, 2020 Estimated Balance	Dec 31, 2021 Estimated Balance	Dec 31, 2022 Estimated Balance	Dec 31, 2023 Estimated Balance	Dec 31, 2024 Estimated Balance	Dec 31, 2025 Estimated Balance	Dec 31, 2026 Estimated Balance
Reserve Funds												
Ontario Community Infrastructure Fund	$ -	$ -	$ -	$ 584,263	$ 603,136	$ 23,748	$ 24,223	$ 24,707	$ 25,202	$ 25,706	$ 26,220	$ 26,744
Provincial Gas Tax	901,308	1,136,889	1,113,354	1,089,349	1,064,864	1,039,889	1,014,415	988,431	961,927	934,894	907,320	879,194
Perpetual Maintenance	462,928	464,167	469,511	474,961	480,520	486,191	491,974	497,874	503,891	510,029	516,290	522,676
Cash-in-lieu of Parkland	3,957,149	3,853,961	3,844,828	4,380,228	1,528,940	1,636,658	1,786,040	1,938,411	2,054,317	2,212,053	2,372,943	2,497,541
Building Rate Stabilization	4,055,552	1,620,873	2,302,499	3,035,191	4,062,899	4,121,050	4,174,198	4,234,575	4,283,314	4,345,873	4,409,684	4,474,771
Property Transactions	3,928,105	8,665,794	7,764,637	6,490,664	7,018,320	7,582,187	8,428,576	5,262,365	3,365,880	4,101,650	4,512,830	11,194,234
Milton District Hospital Expansion	17,856,258	16,812,243	471,377	393,199	325,038	266,117	216,940	174,278	138,414	109,634	88,237	74,530
Cash-in-lieu of Parking	115,065	123,407	134,300	145,412	156,745	168,306	180,097	192,125	204,393	216,906	229,669	242,688
Cash-in-lieu of Storm Water Management	140,797	140,797	42,613	43,465	44,334	45,221	46,125	47,048	47,989	48,949	49,927	50,926
Sportsfield Development	100,969	109,870	121,299	31,956	41,827	51,895	62,164	72,639	83,323	94,221	105,337	116,675
Investment in the Arts	517,301	1,232,300	1,150,924	883,555	610,840	333,748	-	-	-	-	-	-
Metrolinx Bike	82	82	82	-	-	-	-	-	-	-	-	-
Federal Gas Tax	4,837,768	6,768,375	488,290	2,214,794	1,507,577	668,418	125,530	296,518	175,832	141,331	333,038	183,043
Mayor's Legacy Fund	83,664	83,664	85,337	87,044	77,659	-	-	-	-	-	-	-
Milton District High School Reunion Scholarship Fund	-	-	-	-	-	-	-	-	-	-	-	-
Ontario Lottery Corporation Proceeds	11,385,741	10,600,919	7,869,472	7,844,294	7,818,612	7,792,417	7,765,698	7,738,444	7,710,645	7,682,291	7,653,369	7,623,869
Development Charges	31,256,956	47,548,900	16,856,002	20,420,357	12,610,311	2,107,216	20,242,514	29,673,369	36,613,777	54,658,434	41,617,313	37,530,162
Total Reserve Funds	**$ 79,599,643**	**$ 99,162,241**	**$ 42,714,525**	**$ 48,118,732**	**$ 37,951,623**	**$ 26,323,059**	**$ 44,558,494**	**$ 51,140,783**	**$ 56,168,903**	**$ 75,081,969**	**$ 62,822,177**	**$ 65,417,052**

SUPPLEMENTARY INFORMATION

2017 Town of Milton Approved Capital and Operating Budget

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Overview

Introduction

Information included in this section of the budget document is intended to provide readers with additional background and supporting information integral to the development of the Town's annual budget. It provides definitions and further details to improve the readability of the document and ensure all pertinent information is contained within a consolidated document.

This section contains the following information:

1. Detailed Municipal Price Index Supporting Assumptions and Calculations.
2. Key Historical Indicators and Trends Table.
3. Schedule of the Allocation of Slot Reserve Funds within the 2017 Capital Budget.
4. Detailed Operating Financial Statements - statements show a more detailed breakdown of departmental divisional budgets.
5. Understanding Fund Accounting - explanation of Fund Accounting and budget statements of the Town's three funds: Capital, Operating and Reserves and Reserve Funds.
6. Town of Milton's Approved Financial Policies.
7. Reserve and Reserve Fund Definitions.
8. Glossary of Terms.

2017 Municipal Price Index

	2016 Budget	% of 2016 Tax Supported Budget	Price Index	Weighted	Source	2017 Estimate
Salaries	34,834,160	39.60%	2.13%	0.84%	Market Adjustment, Contract Increases	35,574,405
Benefits	7,898,030	8.98%	3.02%	0.27%	Various	8,136,662
Hydro	2,798,827	3.18%	10.00%	0.32%	Milton Hydro	3,078,710
Hydro - Streetlighting	914,400	1.04%	10.00%	0.10%	Milton Hydro	1,005,840
Water	511,701	0.58%	4.99%	0.03%	Region of Halton	537,235
Natural Gas	548,134	0.62%	0.00%	0.00%	Halton Cooperative Purchasing Group	548,134
Insurance	1,679,890	1.91%	5.00%	0.10%	Estimated Increase	1,763,885
Roads	303,341	0.34%	0.00%	0.00%	Asphalt Cement Price Index, MTO	303,341
Fleet Costs						
Fuel	935,064	1.06%	0.00%	0.00%	US Energy Information Administration	935,064
Repairs	682,451	0.78%	2.00%	0.02%	CPI	696,100
Licencing	61,181	0.07%	2.00%	0.00%	CPI	62,405
Contribution to Capital						
Construction	403,529	0.46%	1.70%	0.01%	Statistics Canada Quarterly Construction Price Index	410,389
Information Technology	33,903	0.04%	2.00%	0.00%	CPI	34,581
Miscellaneous Capital	52,242	0.06%	2.00%	0.00%	CPI	53,287
Roads	328,497	0.37%	1.70%	0.01%	Statistics Canada Quarterly Construction Price Index	334,081
Equipment	62,912	0.07%	2.00%	0.00%	CPI	64,170
IT and Study Combos	1,034	0.00%	2.00%	0.00%	CPI	1,055
Transfer to Reserves	10,985,343	12.49%	1.79%	0.22%	Various	11,182,184
Purchased Goods and Services	19,227,299	21.86%	2.00%	0.44%	CPI	19,611,845
Financial Expenditures	5,702,256	6.48%	0.00%	0.00%		5,702,256
TOTAL EXPENSES	**87,964,194**	**100.00%**		**2.35%**		**$90,035,628**
User Fees and Service Charges	(19,327,252)		2.35%		MPI (excluding Revenue Impacts)	(19,782,382)
Regional Recovery and Chargebacks	(4,395,852)		2.00%		CPI	(4,483,769)
Contribution from Capital	(2,956,263)		2.17%		Index of Non Union Salaries and Benefits	(3,020,426)
Investment and Interest Income	(4,770,836)		0.00%			(4,770,836)
Taxation and Payments in Lieu	(3,151,504)		0.00%			(3,151,504)
Grants, Other Recoveries and Donations	(1,919,867)		0.00%			(1,919,867)
Contributions from Reserves and Misc. Revenues	(2,906,118)		0.00%			(2,906,118)
TOTAL REVENUES	**(39,427,692)**					**($40,034,902)**
Tax Levy	**48,536,502**					**$50,000,726**
2017 MPI						**3.02%**

Key Indicators and Trends

	2011	2012	2013	2014	2015	2016 Budget	2017 Budget
Capital Budget Gross Expenses ($ thousands) *	$85,553	$36,189	$65,090	$64,164	$31,631	$43,453	$126,542
Capital Budget Growth year / year	9%	-58%	80%	-1%	-51%	37%	191%
Operating Budget Gross Expenses ($ thousands) **	$79,044	$85,530	$94,561	$98,017	$103,663	$110,231	$121,914
Operating Budget Growth year / year	12%	8%	11%	4%	5.8%	6.3%	10.6%
% of Town Operating Expenses funded from tax levy	42%	42%	41%	43%	43%	44%	44%
Residential Building Permits (Actual Issued)	1,893	2,225	679	1,481	1,304	1,769	2,425
Square feet of ICI growth (Actual)	261,380	2,752,805	1,112,827	905,086	2,697,277	1,000,000	2,771,087
Town Owned Lane Km's of Roadways	963	1,002	1,029	1,097	1,208	1,225	1,311
Acres of Developed Parkland Maintained	506	545	578	617	628	638	644
Population (as per Growth Forecast)	86,627	91,630	98,502	100,447	105,262	108,466	114,100
Assessment Growth	7.35%	4.20%	4.86%	3.19%	3.80%	2.97%	1.88%
Urban Tax Rate Impact ***	4.58%	3.39%	3.04%	3.63%	3.04%	5.83%	5.30%
Rate of Inflation - Consumer Price Index	2.90%	1.50%	0.94%	2.00%	1.10%	2.00%	2.00%
Municipal Price Index	4.31%	3.46%	3.37%	2.43%	4.60%	3.54%	3.02%
Construction Price Index	4.70%	1.30%	0.10%	1.90%	1.80%	1.90%	1.70%

Notes:

* Gross Capital Expenditures include Town, Hospital Expansion ($35.1M in 2017), Library and DBIA.

** Gross Operating Expenditures include Town, Hospital Expansion, Library and DBIA.

*** *The urban tax rate impact of 2016 and 2017 excludes the impact of the 2015 tax policy change.*

2017 Capital Allocation of Slot Revenues

Description	Gross Cost	Ontario Lottery Proceeds
Executive Services		
C101125 Branding - Town of Milton	$ 127,188	$ 127,188
Subtotal Executive Services	**$ 127,188**	**$ 127,188**
Corporate Services		
C241014 Dept Specific - Infrastructure/Asset Management System	$ 51,770	$ 51,770
C241100 Department Specific Initiatives	639,443	410,526
C242001 Tech Infrastructure - Network Hardware	377,406	216,992
C242002 Tech Infrastructure - Server Hardware	651,334	540,141
Subtotal Corporate Services	**$ 1,719,953**	**$ 1,219,429**
Engineering Services		
C330108 Bronte Street (Main St to Steeles Ave)	$ 1,461,342	$ 321,495
C330134 EAB Implementation Strategy	1,320,145	1,320,145
C340012 Main St (Scott Blvd (incl.CNR Crossing) to Bronte St)	3,052,500	305,250
C350003 Lower Base Line (5th Ln to 4th Ln)	111,750	100,575
C350005 Appleby Line	114,294	102,865
C350008 Surface Treatment Program	980,706	369,120
C370103 Holgate Crescent Sidewalk	115,960	115,960
C390117 Fifth Line Bridge - 1.9 km South of Britannia (Structure No. 26)	213,297	213,297
C390119 Fourth Line Bridge - 2.9 km South of Derry Rd (Structure No. 64)	72,169	72,169
C390120 First Line Nassagaweya Bridge - North of 25 SR (Structure No. 61)	72,169	72,169
C410100 Rural Street Lighting	56,463	56,463
C430001 Stormwater Pond Maintenance	2,114,260	129,021
C430002 Storm Sewer Network Study	232,717	76,531
Subtotal Engineering Services	**$ 9,917,772**	**$ 3,255,060**
Community Services		
C510131 New Campbellville Park Redevelopment	$ 84,192	$ 84,192
C510168 Portable Washroom Enclosures	245,292	245,292
C521122 Community Park South Sherwood-Willmott	2,709,942	132,593
C592208 Sherwood Community Centre	27,822,758	126,758
C598000 Library - New Branch Buildings	5,089,949	59,488
Subtotal Community Services	**$ 35,952,133**	**$ 648,323**
Total Ontario Lottery Proceeds Funding (Excluding Hospital)	**$ 47,717,046**	**$ 5,250,000**
Hospital		
C950000 Hospital Expansion	$ 35,114,975	$ 2,000,000
Subtotal Hospital	**$ 35,114,975**	**$ 2,000,000**
Total Ontario Lottery Proceeds Funding (Including Hospital)	**$ 82,832,021**	**$ 7,250,000**

Operating Budget Departmental Division Details

Mayor and Council

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
MAYOR AND COUNCIL									
EXPENDITURES	$530,362	$601,147	$601,573	$10,330	$611,903			$611,903	2%
REVENUE	($17,624)	($21,599)	($21,599)	($720)	($22,319)			($22,319)	3%
Total MAYOR AND COUNCIL	**$512,737**	**$579,549**	**$579,975**	**$9,610**	**$589,585**			**$589,585**	**2%**
TOTAL LEVY REQUIREMENTS	**$512,737**	**$579,549**	**$579,975**	**$9,610**	**$589,585**			**$589,585**	**2%**

Operating Budget Departmental Division Details

Executive Services

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
EXECUTIVE SERVICES									
OFFICE OF THE CAO									
CAO ADMINISTRATION									
EXPENDITURES	$451,351	$533,271	$516,607	$10,039	$526,646	$500		$527,146	2%
REVENUE	($23,110)	($23,577)	($23,577)	($501)	($24,078)			($24,078)	2%
Total CAO ADMINISTRATION	**$428,241**	**$509,694**	**$493,030**	**$9,538**	**$502,568**	**$500**		**$503,068**	**2%**
EXTERNAL CORPORATE SERVICES									
EXPENDITURES	$385,787	$428,351	$426,351	$46,350	$472,701	($50,000)		$422,701	(1%)
REVENUE	($180,587)	($237,300)	($237,300)	($700)	($238,000)			($238,000)	
Total EXTERNAL CORPORATE SERVICES	**$205,200**	**$191,051**	**$189,051**	**$45,650**	**$234,701**	**($50,000)**		**$184,701**	**(2%)**
Total OFFICE OF THE CAO	**$633,441**	**$700,745**	**$682,081**	**$55,188**	**$737,269**	**($49,500)**		**$687,769**	**1%**
MARKETING AND COMMUNICATIONS									
MARKETING AND COMMUNICATION									
EXPENDITURES	106,719	$557,787	$579,838	$26,120	$605,958	$66,033	20,500	$692,491	19%
REVENUE									
Total MARKETING AND COMMUNICATIONS	**$106,719**	**$557,787**	**$579,838**	**$26,120**	**$605,958**	**66,033**	**20,500**	**$692,491**	**19%**
ECONOMIC DEVELOPMENT AND STRATEGIC INITIATIVES									
ECONOMIC DEVELOPMENT									
EXPENDITURES	$404,802	$437,548	$437,738	$45	$437,783			$437,783	
REVENUE	($66,600)	($3,600)	($3,600)	$2,600	($1,000)			($1,000)	(72%)
Total ECONOMIC DEVELOPMENT	**$338,202**	**$433,948**	**$434,138**	**$2,645**	**$436,783**			**$436,783**	**1%**
MEV INNOVATION CENTRE									
EXPENDITURES	$612,337	$719,285	$617,631	$57,122	$674,753	($40,450)		$634,303	3%
REVENUE	($432,272)	($555,182)	($439,830)	($23,610)	($463,440)	$41,700		($421,740)	(4%)
Total MEV INNOVATION CENTRE	**$180,065**	**$164,103**	**$177,801**	**$33,512**	**$211,313**	**$1,250**		**$212,563**	**20%**
Total ECONOMIC DEVELOPMENT AND STRATEGIC INITIATIVES	**$518,269**	**$598,050**	**$611,938**	**$36,159**	**$648,097**	**$1,250**		**$649,347**	**6%**
FIRE									
ADMINISTRATION									
EXPENDITURES	$753,765	$760,611	$775,496	($4,559)	$770,937			$770,937	(1%)
REVENUE	($16,210)	($14,853)	($14,853)	($342)	($15,195)			($15,195)	2%
Total ADMINISTRATION	**$737,555**	**$745,758**	**$760,643**	**($4,901)**	**$755,742**			**$755,742**	**(1%)**
FIRE SUPRESSION AND PREVENTION									
EXPENDITURES	$6,553,559	$6,796,887	$7,020,268	$160,141	$7,180,409	$149,097		$7,329,506	4%
REVENUE	($161,030)	($209,397)	($209,397)	($22,372)	($231,769)	($1,410)		($233,179)	11%
Total FIRE SUPRESSION AND PREVENTION	**$6,392,529**	**$6,587,490**	**$6,810,871**	**$137,769**	**$6,948,640**	**$147,687**		**$7,096,327**	**4%**
COMMUNICATIONS									
EXPENDITURES	$475,958	$520,680	$521,060	$27,545	$548,605			$548,605	5%
Total COMMUNICATIONS	**$475,958**	**$520,680**	**$521,060**	**$27,545**	**$548,605**			**$548,605**	**5%**
FIRE STATIONS AND FLEET									
EXPENDITURES	$1,060,253	$1,223,029	$1,228,236	($33,668)	$1,194,568	$87,768		$1,282,336	4%
REVENUE	($18,363)	($21,604)	($21,604)		($21,604)			($21,604)	
Total FIRE STATIONS AND FLEET	**$1,041,890**	**$1,201,425**	**$1,206,632**	**($33,701)**	**$1,172,931**	**$87,768**		**$1,260,699**	**4%**
Total FIRE	**$8,647,930**	**$9,055,352**	**$9,299,205**	**$126,713**	**$9,425,918**	**$235,455**		**$9,661,373**	**4%**
TOTAL LEVY REQUIREMENTS	**$9,906,361**	**$10,911,930**	**$11,173,060**	**$244,215**	**$11,417,275**	**$253,239**	**20,500**	**$11,691,016**	**5%**

Operating Budget Departmental Division Details

Corporate Services

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
CORPORATE SERVICES									
FINANCE									
TAXATION									
EXPENDITURES	$1,083,936	$1,127,854	$1,171,488	$53,971	$1,225,459	$1,905		$1,227,364	5%
REVENUE	($385,589)	($374,395)	($374,395)	($11,833)	($386,228)	($14,755)		($400,983)	7%
Total TAXATION	**$698,347**	**$753,459**	**$797,093**	**$42,138**	**$839,231**	**($12,850)**		**$826,381**	**4%**
PURCHASING									
EXPENDITURES	$485,368	$588,850	$589,250	$29,201	$618,451	$57,603		$676,054	15%
REVENUE	($494,975)	($519,883)	($484,975)	($52,889)	($537,864)	($6,408)		($544,272)	12%
Total PURCHASING	**($9,607)**	**$68,967**	**$104,275**	**($23,688)**	**$80,587**	**$51,195**		**$131,782**	**26%**
ACCOUNTING									
EXPENDITURES	$667,521	$770,227	$775,227	$44,197	$819,424	$42,317		$861,741	11%
REVENUE	($433,241)	($297,361)	($301,861)	($41,518)	($343,379)	($60,992)		($404,371)	34%
Total ACCOUNTING	**$234,280**	**$472,866**	**$473,366**	**$2,679**	**$476,045**	**($18,675)**		**$457,370**	**(3%)**
ASSET RECOVERY									
EXPENDITURES	$1,060,695	$57,500	$57,500		$57,500			$57,500	
REVENUE	($1,016,895)	($57,500)	($57,500)		($57,500)			($57,500)	
Total ASSET RECOVERY	**$43,800**								
FINANCE									
EXPENDITURES	$1,386,487	$1,502,160	$1,691,630	$54,333	$1,745,963	$4,274		$1,750,237	3%
REVENUE	($1,160,787)	($1,429,596)	($1,429,596)	($43,786)	($1,473,382)			($1,473,382)	3%
Total FINANCE	**$225,700**	**$72,564**	**$262,034**	**$10,547**	**$272,581**	**$4,274**		**$276,855**	**6%**
Total FINANCE	**$1,192,524**	**$1,367,857**	**$1,636,769**	**$31,677**	**$1,668,446**	**$23,943**		**$1,692,389**	**3%**
INFORMATION TECHNOLOGY									
TECHNOLOGY SERVICES ADMINISTRATION									
EXPENDITURES	$1,688,317	$1,806,169	$1,905,999	$59,934	$1,965,933	$354,096		$2,320,029	22%
REVENUE	($37,940)	($171,126)	($135,166)	($53,253)	($188,419)	($178,671)		($367,091)	172%
Total TECHNOLOGY SERVICES ADMINISTRATION	**$1,650,377**	**$1,635,043**	**$1,770,833**	**$6,681**	**$1,777,514**	**$175,425**		**$1,952,938**	**10%**
TECHNOLOGY SERVICES PROGRAMS									
EXPENDITURES	$1,460,161	$1,964,241	$2,019,601	$64,307	$2,083,908	$13,756		$2,097,664	4%
REVENUE	($16,556)	($13,920)	($13,920)	$13,920					(100%)
Total TECHNOLOGY SERVICES PROGRAMS	**$1,443,605**	**$1,950,321**	**$2,005,681**	**$78,227**	**$2,083,908**	**$13,756**		**$2,097,664**	**5%**
Total INFORMATION TECHNOLOGY	**$3,093,982**	**$3,585,364**	**$3,776,514**	**$84,908**	**$3,861,422**	**$189,181**		**$4,050,602**	**7%**
HUMAN RESOURCES									
HUMAN RESOURCES ADMINISTRATION									
EXPENDITURES	$601,879	$723,691	$655,311	$97,922	$753,233	$102,364		$855,597	31%
REVENUE		($68,750)							
Total HUMAN RESOURCES ADMINISTRATION	**$601,879**	**$654,941**	**$655,311**	**$97,922**	**$753,233**	**$102,364**		**$855,597**	**31%**
HUMAN RESOURCES PROGRAMS									
EXPENDITURES	$148,773	$278,691	$384,812	($83,121)	$301,691	$60,000		$361,691	(6%)
REVENUE	($113,057)	($151,945)	($258,066)	$110,621	($147,445)			($147,445)	(43%)
Total HUMAN RESOURCES PROGRAMS	**$35,716**	**$126,746**	**$126,746**	**$27,500**	**$154,246**	**$60,000**		**$214,246**	**69%**
Total HUMAN RESOURCES	**$637,595**	**$781,687**	**$782,057**	**$125,422**	**$907,479**	**$162,364**		**$1,069,843**	**37%**

Operating Budget Departmental Division Details

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
TOWN CLERK'S DIVISION									
CLERKS ADMINISTRATION									
EXPENDITURES	$594,831	$682,046	$662,330	$26,118	$688,448	$73,506		$761,954	15%
REVENUE	($30,578)	($69,831)	($69,831)	($5,938)	($75,769)	$37,905		($37,864)	(46%)
Total CLERKS ADMINISTRATION	**$564,253**	**$612,215**	**$592,499**	**$20,180**	**$612,679**	**$111,411**		**$724,090**	**22%**
CORPORATE ACCESSIBILITY									
EXPENDITURES	$150,761	$159,277	$160,051	($117,533)	$42,518			$42,518	(73%)
Total CORPORATE ACCESSIBILITY	**$150,761**	**$159,277**	**$160,051**	**($117,533)**	**$42,518**			**$42,518**	**(73%)**
LICENCING AND ENFORCEMENT									
EXPENDITURES	$606,975	$858,486	$918,216	$160,065	$1,078,281	$5,543		$1,083,825	18%
REVENUE	($278,940)	($387,424)	($387,424)	($33,041)	($420,465)	($19,657)		($440,122)	14%
Total LICENCING AND ENFORCEMENT	**$328,035**	**$471,062**	**$530,792**	**$127,024**	**$657,816**	**($14,114)**		**$643,703**	**21%**
PARKING ENFORCEMENT									
EXPENDITURES	$405,257	$476,959	$477,289	($61,977)	$415,312			$415,312	(13%)
REVENUE	($1,103,828)	($1,036,500)	($1,036,500)		($1,036,500)			($1,036,500)	
Total PARKING ENFORCEMENT	**($698,571)**	**($559,541)**	**($559,211)**	**($61,977)**	**($621,188)**			**($621,188)**	**11%**
ANIMAL CONTROL									
EXPENDITURES	$245,176	$236,121	$287,889	$5,953	$293,842			$293,842	2%
REVENUE	($42,644)	($62,331)	($72,331)	$1,633	($70,698)	($320)		($71,018)	(2%)
Total ANIMAL CONTROL	**$202,532**	**$173,790**	**$215,558**	**$7,586**	**$223,144**	**($320)**		**$222,824**	**3%**
MUNICIPAL ELECTIONS									
EXPENDITURES	$38,267	$3,294	$3,294	$66,612	$69,906			$69,907	2,022%
REVENUE	($1,212)			($69,907)	($69,907)			($69,907)	
Total MUNICIPAL ELECTIONS	**$37,055**	**$3,294**	**$3,294**	**($3,295)**	**($1)**				**(100%)**
Total TOWN CLERK'S DIVISION	**$584,063**	**$860,096**	**$942,983**	**($28,014)**	**$914,969**	**$96,977**		**$1,011,948**	**7%**
TOTAL LEVY REQUIREMENTS	**$5,508,169**	**$6,595,005**	**$7,138,324**	**$213,994**	**$7,352,318**	**$472,468**		**$7,824,784**	**10%**

Operating Budget Departmental Division Details

General Government

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
GENERAL GOVERNMENT									
EXPENDITURES	$12,254,211	$11,547,710	$10,697,444	$1,074,041	$11,771,485	$718,752		$12,490,237	17%
REVENUE	($7,304,509)	($7,082,287)	($7,146,263)	($768,478)	($7,914,741)	($89,125)		($8,003,866)	12%
Total GENERAL GOVERNMENT	**$4,949,702**	**$4,465,423**	**$3,551,181**	**$305,563**	**$3,856,744**	**$629,627**		**$4,486,371**	**26%**
GENERAL GOVERNMENT INTERFUND TRANSFERS									
EXPENDITURES	$11,450,370	$12,473,837	$12,473,837	$678,941	$13,152,778	$1,997,428		$15,150,206	21%
REVENUE	($11,450,371)	($12,473,837)	($12,473,837)	($678,941)	($13,152,778)	($1,997,428)		($15,150,206)	21%
Total GENERAL GOVERNMENT INTERFUND TRANSFERS	($1)								
TAXATIONS & PAYMENTS IN LIEU									
EXPENDITURES	$673,713	$953,000	$975,000	($95,000)	$880,000	($125,000)		$755,000	(23%)
REVENUE	($3,288,651)	($3,235,420)	($3,151,504)	($119,054)	($3,270,558)	$127,185		($3,143,373)	
Total TAXATIONS & PAYMENTS IN LIEU	**($2,614,938)**	**($2,282,380)**	**($2,176,504)**	**($214,054)**	**($2,390,558)**	**$2,185**		**($2,388,373)**	**10%**
TOTAL LEVY REQUIREMENTS	**$2,334,764**	**$2,183,083**	**$1,374,677**	**$91,509**	**$1,466,186**	**$631,812**		**$2,097,998**	**53%**

Operating Budget Departmental Division Details

Engineering Services

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
ENGINEERING SERVICES									
OPERATIONS									
ROADWAYS									
EXPENDITURES	$7,991,474	$8,166,901	$8,251,144	$236,325	$8,487,469	$242,463	$406,458	$9,136,390	11%
REVENUE	($590,910)	($864,625)	($869,014)	$51,736	($817,278)	$22,000	($10,000)	($805,278)	(7%)
Total ROADWAYS	**$7,400,564**	**$7,302,276**	**$7,382,130**	**$288,061**	**$7,670,191**	**$264,463**	**$396,458**	**$8,331,112**	**13%**
REGIONAL ROADWAYS									
EXPENDITURES	$1,953,938	$2,100,357	$2,100,357	$290,527	$2,390,884			$2,390,886	14%
REVENUE	($2,224,498)	($2,550,299)	($2,550,299)	($334,185)	($2,884,484)			($2,884,484)	13%
Total REGIONAL ROADWAYS	**($270,560)**	**($449,942)**	**($449,942)**	**($43,658)**	**($493,600)**			**($493,598)**	**10%**
OPERATIONS FACILITIES									
EXPENDITURES	$329,172	$416,951	$423,091	($13,384)	$409,707			$409,707	(3%)
REVENUE	($58)								
Total OPERATIONS FACILITIES	**$329,114**	**$416,951**	**$423,091**	**($13,384)**	**$409,707**	$0		**$409,707**	**(3%)**
PARKS									
EXPENDITURES	$2,711,072	$2,888,367	$2,911,375	$242,319	$3,153,694	$52,334	$206,458	$3,412,486	17%
REVENUE	($245,119)	($237,631)	($237,631)	($11,000)	($248,631)	($4,867)		($253,498)	7%
Total PARKS	**$2,465,953**	**$2,650,736**	**$2,673,744**	**$231,319**	**$2,905,063**	**$47,467**	**$206,458**	**$3,158,988**	**18%**
COMMUNITY SCHOOLS									
EXPENDITURES	$411,156	$199,202	$199,202	$799	$200,001			$200,001	
REVENUE	($391,312)	($189,478)	($189,478)	($113)	($189,591)			($189,591)	
Total COMMUNITY SCHOOLS	**$19,844**	**$9,724**	**$9,724**	**$686**	**$10,410**			**$10,410**	**7%**
EQUIPMENT									
EXPENDITURES	$2,918,984	$2,763,816	$2,849,939	$133,426	$2,983,365	$172,143		$3,155,508	11%
REVENUE	($2,918,987)	($2,774,228)	($2,774,228)	($417,237)	($3,191,465)			($3,191,465)	15%
Total EQUIPMENT	**($3)**	**($10,412)**	**$75,711**	**($283,811)**	**($208,100)**	**$172,143**		**($35,957)**	**(147%)**
CHARGEBACKS									
EXPENDITURES	$91,683								
REVENUE	($91,683)								
Total CHARGEBACKS									
Total OPERATIONS	**$9,944,914**	**$9,919,333**	**$10,114,457**	**$179,212**	**$10,293,670**	**$484,072**	**$602,917**	**$11,380,660**	**13%**

Operating Budget Departmental Division Details

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
TRANSIT									
TRANSIT									
EXPENDITURES	$4,131,305	$4,553,513	$4,617,916	$416,230	$5,034,146	$529,925	$127,765	$5,691,836	23%
REVENUE	($1,666,446)	($1,854,585)	($1,851,559)	($312,791)	($2,164,350)	($66,565)	($23,982)	($2,254,897)	22%
Total TRANSIT	**$2,464,859**	**$2,698,928**	**$2,766,357**	**$103,439**	**$2,869,796**	**$463,360**	**$103,783**	**$3,436,939**	**24%**
PARATRANSIT									
EXPENDITURES	$261,188	$319,037	$372,403	($52,315)	$320,088	$1,868		$321,956	(14%)
REVENUE	($35,664)	($42,624)	($42,624)	($4,262)	($46,886)			($46,886)	10%
Total PARATRANSIT	**$225,524**	**$276,413**	**$329,779**	**($56,577)**	**$273,202**	**$1,868**		**$275,070**	**(17%)**
DYNAMIC TRANSIT PILOT PROJECT									
EXPENDITURES	$167,710	$30,823							
REVENUE	($86,928)	($15,128)							
Total DYNAMIC TRANSIT PILOT PROJECT	**$80,782**	**$15,695**							
Total TRANSIT	**$2,771,165**	**$2,991,036**	**$3,096,136**	**$46,862**	**$3,142,998**	**$465,228**	**$103,783**	**$3,712,009**	**20%**
INFRASTRUCTURE MANAGEMENT									
TRAFFIC CONTROL									
EXPENDITURES	$1,764,459	$2,074,636	$1,916,740	$195,754	$2,112,494	$10,858	($80,002)	$2,043,350	7%
REVENUE	($345,692)	($217,244)	($207,244)	($21,403)	($228,647)	$1		($228,646)	10%
Total TRAFFIC CONTROL	**$1,418,767**	**$1,857,392**	**$1,709,496**	**$174,351**	**$1,883,847**	**$10,859**	**($80,002)**	**$1,814,704**	**6%**
CROSSING GUARDS									
EXPENDITURES	$508,907	$568,676	$569,826	$61,875	$631,701	($2,500)		$629,201	10%
Total CROSSING GUARDS	**$508,907**	**$568,676**	**$569,826**	**$61,875**	**$631,701**	**($2,500)**		**$629,201**	**10%**
INFRASTRUCTURE MANAGEMENT									
EXPENDITURES	$556,767	$860,888	$782,484	$12,739	$795,223			$795,223	2%
REVENUE	($635,544)	($800,405)	($636,631)	($51,857)	($688,488)			($688,488)	8%
Total INFRASTRUCTURE MANAGEMENT	**($78,777)**	**$60,483**	**$145,853**	**($39,118)**	**$106,735**			**$106,735**	**(27%)**
Total INFRASTRUCTURE MANAGEMENT	**$1,848,899**	**$2,486,552**	**$2,425,176**	**$197,109**	**$2,622,285**	**$8,359**	**($80,002)**	**$2,550,642**	**5%**
DEVELOPMENT ENGINEERING									
DEVELOPMENT ENGINEERING									
EXPENDITURES	$2,028,159	$1,517,861	$1,542,547	$117,513	$1,660,060	$10,764		$1,670,824	8%
REVENUE	($1,681,280)	($1,554,446)	($1,554,446)	$1,234	($1,553,212)	($11,050)		($1,564,263)	1%
Total DEVELOPMENT ENGINEERING	**$346,879**	**($36,585)**	**($11,899)**	**$118,747**	**$106,848**	**($286)**		**$106,561**	**(996%)**
ENGINEERING SERVICES ADMINISTRATION									
ENGINEERING SERVICES ADMINISTRATION									
EXPENDITURES	$1,104,449	$1,208,287	$1,234,336	($465,179)	$769,157			$769,157	(38%)
REVENUE	($125,056)	($126,496)	($126,496)	$7,613	($118,883)			($118,883)	(6%)
Total ENGINEERING SERVICES ADMINISTRATION	**$979,393**	**$1,081,791**	**$1,107,840**	**($457,566)**	**$650,274**			**$650,274**	**(41%)**
TOTAL LEVY REQUIREMENTS	**$15,891,245**	**$16,442,125**	**$16,731,707**	**$84,361**	**$16,816,071**	**$957,371**	**$626,698**	**$18,400,140**	**10%**

Community Services

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
COMMUNITY SERVICES									
PROGRAMS									
CHILDREN AND YOUTH									
EXPENDITURES	$272,538	$297,098	$283,313	($7,488)	$275,825	($4,687)	($3,273)	$267,865	(5%)
REVENUE	($349,969)	($433,482)	($405,623)	$6,998	($398,625)	$16,292	$9,926	($372,407)	(8%)
Total CHILDREN AND YOUTH	**($77,431)**	**($136,384)**	**($122,310)**	**($490)**	**($122,800)**	**$11,605**	**$6,653**	**($104,542)**	**(15%)**
SPECIAL NEEDS / ICAN									
EXPENDITURES	$153,044	$161,034	$174,308	$8,172	$182,480	$918		$183,398	5%
REVENUE	($43,182)	($47,296)	($47,899)	($3,988)	($51,887)	($4,140)		($56,027)	17%
Total SPECIAL NEEDS / ICAN	**$109,862**	**$113,738**	**$126,409**	**$4,184**	**$130,593**	**($3,222)**		**$127,371**	**1%**
CAMPS									
EXPENDITURES	$717,557	$794,812	$800,889	$42,532	$843,421	$13,056		$856,477	7%
REVENUE	($811,675)	($944,406)	($993,885)	($57,612)	($1,051,497)	($14,308)		($1,065,805)	7%
Total CAMPS	**($94,118)**	**($149,594)**	**($192,996)**	**($15,080)**	**($208,076)**	**($1,252)**		**($209,328)**	**8%**
ADULT									
EXPENDITURES	$8,041	$8,359	$8,359	$162	$8,521	$1,143		$9,664	16%
REVENUE	($8,841)	($9,935)	($9,935)	($110)	($10,045)	($6,151)		($16,196)	63%
Total ADULT	**($800)**	**($1,576)**	**($1,576)**	**$52**	**($1,524)**	**($5,008)**		**($6,532)**	**314%**
SENIORS									
EXPENDITURES	$55,572	$59,629	$65,551	($2,234)	$63,317	$4,454		$67,771	3%
REVENUE	($91,515)	($106,143)	($105,297)	$1,485	($103,812)	($25,451)		($129,263)	23%
Total SENIORS	**($35,943)**	**($46,514)**	**($39,746)**	**($749)**	**($40,495)**	**($20,997)**		**($61,492)**	**55%**
SENIORS ADVISORY COMMITTEE									
EXPENDITURES	$49,513	$54,600	$54,600	($43,600)	$11,000			$11,000	(80%)
REVENUE	($49,513)	($57,600)	($57,600)	$46,600	($11,000)			($11,000)	(81%)
Total SENIORS ADVISORY COMMITTEE		**($3,000)**	**($3,000)**	**$3,000**					**(100%)**
AQUATICS									
EXPENDITURES	$971,159	$1,041,502	$1,041,502	$41,841	$1,083,343	$2,372		$1,085,715	4%
REVENUE	($1,720,914)	($1,857,451)	($1,726,951)	($14,242)	($1,741,193)	($127,640)		($1,868,833)	8%
Total AQUATICS	**($749,755)**	**($815,949)**	**($685,449)**	**$27,599**	**($657,850)**	**($125,268)**		**($783,118)**	**14%**
FITNESS									
EXPENDITURES	$296,746	$397,410	$407,681	($19,066)	$388,615	$13,153		$401,768	(1%)
REVENUE	($876,129)	($758,849)	($802,155)	($8,070)	($810,225)	($73,554)		($883,774)	10%
Total FITNESS	**($579,383)**	**($361,439)**	**($394,474)**	**($27,136)**	**($421,610)**	**($60,401)**		**($482,006)**	**22%**
SKATING									
EXPENDITURES	$29,436	$35,934	$35,934	($1,508)	$34,426	$9,032		$43,458	21%
REVENUE	($180,252)	($185,502)	($185,502)	$4,819	($180,683)	($17,010)		($197,694)	7%
Total SKATING	**($150,816)**	**($149,568)**	**($149,568)**	**$3,311**	**($146,257)**	**($7,978)**		**($154,236)**	**3%**
SPORTS									
EXPENDITURES		$40,208	$52,750	$6,451	$59,201	$24,051	$8,695	$91,947	74%
REVENUE		($112,237)	($139,337)	$4,256	($135,081)	($30,803)	($16,642)	($182,526)	31%
Total SPORTS		**($72,029)**	**($86,587)**	**$10,707**	**($75,880)**	**($6,752)**	**($7,947)**	**($90,579)**	**5%**
MARKETING									
EXPENDITURES	$416,830	$63,998	$63,998	($4,000)	$59,998			$59,998	(6%)
REVENUE	($35,237)	($34,000)	($34,000)		($34,000)			($34,000)	
Total MARKETING	**$381,593**	**$29,998**	**$29,998**	**($4,000)**	**$25,998**			**$25,998**	**(13%)**
COMMUNITY DEVELOPMENT									
EXPENDITURES	$691,387	$756,689	$607,369	$16,738	$624,107	$46,823	$30,041	$700,971	15%
REVENUE	($452,392)	($518,669)	($391,599)	($22,607)	($414,206)	($40,450)	($15,000)	($469,656)	20%
Total COMMUNITY DEVELOPMENT	**$238,995**	**$238,020**	**$215,770**	**($5,869)**	**$209,901**	**$6,373**	**$15,041**	**$231,315**	**7%**
PROGRAM ADMINISTRATION									
EXPENDITURES	$1,196,459	$1,252,752	$1,266,078	$33,629	$1,299,707	$60,339		$1,360,046	7%
REVENUE	($77,715)					($33,902)		($33,902)	
Total PROGRAM ADMINISTRATION	**$1,118,744**	**$1,252,752**	**$1,266,078**	**$33,629**	**$1,299,707**	**$26,437**		**$1,326,144**	**5%**
Total PROGRAMS	**$160,950**	**($101,542)**	**($37,454)**	**$29,160**	**($8,294)**	**($186,463)**	**$13,747**	**($181,010)**	**383%**

Operating Budget Departmental Division Details

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
RECREATION AND CULTURE FACILITES									
MILTON LEISURE CENTRE									
EXPENDITURES	$1,076,282	$1,080,912	$1,120,050	$40,464	$1,160,514	$4,976		$1,165,490	4%
REVENUE	($133,986)	($132,032)	($132,032)	($1,183)	($133,215)	($21,795)		($155,010)	17%
Total MILTON LEISURE CENTRE	**$942,296**	**$948,880**	**$988,018**	**$39,281**	**$1,027,299**	**($16,819)**		**$1,010,480**	**2%**
VELODROME									
EXPENDITURES	$1,996,780	$2,044,158	$1,998,567	$173,513	$2,172,080	$21,992		$2,194,072	10%
REVENUE	($1,932,940)	($1,459,265)	($1,302,303)	$19,967	($1,282,336)	($69,314)		($1,351,650)	4%
Total VELODROME	**$63,840**	**$584,893**	**$696,264**	**$193,480**	**$889,744**	**($47,322)**		**$842,422**	**21%**
MILTON SPORTS CENTRE									
EXPENDITURES	$3,827,220	$3,918,639	$4,024,540	$2,617	$4,027,157	$21,877		$4,049,034	1%
REVENUE	($2,798,520)	($2,895,652)	($2,898,652)	($35,796)	($2,934,448)	($63,066)		($2,997,514)	3%
Total MILTON SPORTS CENTRE	**$1,028,700**	**$1,022,987**	**$1,125,888**	**($33,179)**	**$1,092,709**	**($41,189)**		**$1,051,520**	**(7%)**
SENIORS ACTIVITY CENTRE									
EXPENDITURES	$371,551	$412,454	$411,093	$26,671	$437,764	($11,545)		$426,219	4%
REVENUE	($174,764)	($166,577)	($162,154)	$7,624	($154,530)	$6,391		($148,139)	(9%)
Total SENIORS ACTIVITY CENTRE	**$196,787**	**$245,877**	**$248,939**	**$34,295**	**$283,234**	**($5,154)**		**$278,080**	**12%**
COMMUNITY CENTRES/HALLS									
EXPENDITURES	$351,789	$354,144	$333,818	$19,114	$352,932	($23,129)		$329,803	(1%)
REVENUE	($198,130)	($193,531)	($169,688)	($38,629)	($208,317)	($6,223)		($214,540)	26%
Total COMMUNITY CENTRES/HALLS	**$153,659**	**$160,613**	**$164,130**	**($19,515)**	**$144,615**	**($29,352)**		**$115,263**	**(30%)**
ARENAS - STAND ALONE									
EXPENDITURES	$901,215	$1,001,286	$1,005,076	$19,830	$1,024,906			$1,024,906	2%
REVENUE	($770,645)	($821,346)	($817,502)	($4,261)	($821,763)	($26,170)		($847,933)	4%
Total ARENAS - STAND ALONE	**$130,570**	**$179,940**	**$187,574**	**$15,569**	**$203,143**	**($26,170)**		**$176,973**	**(6%)**
INDOOR TURF FACILITIES									
EXPENDITURES	$333,859	$382,958	$357,589	$1,499	$359,088			$359,088	
REVENUE	($494,156)	($516,868)	($516,868)	($10,141)	($527,009)	($5,271)		($532,280)	3%
Total INDOOR TURF FACILITIES	**($160,297)**	**($133,910)**	**($159,279)**	**($8,642)**	**($167,921)**	**($5,271)**		**($173,192)**	**9%**
ARTS AND CULTURE									
EXPENDITURES	$2,129,078	$2,093,324	$2,087,716	$19,506	$2,107,222	$2,000		$2,109,222	1%
REVENUE	($1,410,015)	($1,272,938)	($1,272,938)	$38,714	($1,234,224)	($11,067)		($1,245,291)	(2%)
Total ARTS AND CULTURE	**$719,063**	**$820,386**	**$814,778**	**$58,362**	**$873,140**	**$7,030**		**$863,931**	**6%**
Total RECREATION AND CULTURE FACILITES	**$3,074,622**	**$3,829,668**	**$4,066,313**	**$279,510**	**$4,345,823**	**($154,937)**		**$4,165,478**	**2%**
ADMINISTRATION AND CIVIC FACILITIES									
CIVIC/OTHER									
EXPENDITURES	$1,474,182	$1,542,597	$1,532,505	$50,521	$1,583,026	($1,000)		$1,582,025	3%
REVENUE	($716,980)	($761,006)	($756,006)	($71,238)	($827,244)			($827,244)	9%
Total CIVIC/OTHER	**$757,202**	**$781,591**	**$776,499**	**($20,717)**	**$755,782**	**($1,000)**		**$754,781**	**(3%)**
COMMUNITY SERVICES VOLUNTEERS									
EXPENDITURES	$1,083	$13,500	$13,500		$13,500			$13,500	
Total COMMUNITY SERVICES VOLUNTEERS	**$1,083**	**$13,500**	**$13,500**		**$13,500**			**$13,500**	
SPONSORSHIP									
EXPENDITURES	$33,514	$116,134	$116,204	$2,458	$118,662			$118,662	2%
REVENUE	($4,366)								
Total SPONSORSHIP	**$29,148**	**$116,134**	**$116,204**	**$2,458**	**$118,662**			**$118,662**	**2%**
COMMUNITY SERVICES ADMINISTRATION									
EXPENDITURES	$861,465	$887,463	$912,128	($10,786)	$901,342	$1,249		$902,591	(1%)
REVENUE	($172,948)	($174,999)	($174,999)	$12,137	($162,862)	($3,250)		($166,112)	(5%)
Total COMMUNITY SERVICES ADMINISTRATION	**$688,517**	**$712,464**	**$737,129**	**$1,351**	**$738,480**	**($2,001)**		**$736,479**	**-**
FACILITIES ADMINISTRATION									
EXPENDITURES	$776,879	$781,928	$870,297	$17,523	$887,820	$37,757		$925,577	6%
REVENUE	($180,191)	($198,576)	($198,576)	($314)	($198,890)	($33,902)		($232,792)	17%
Total FACILITIES ADMINISTRATION	**$596,688**	**$583,352**	**$671,721**	**$17,209**	**$688,930**	**$3,855**		**$692,785**	**3%**
PARKS ADMINISTRATION									
EXPENDITURES	$773,798	$784,020	$774,450	$16,022	$790,472			$790,472	2%
REVENUE	($514,690)	($668,095)	($668,095)	$25,270	($642,825)			($642,825)	(4%)
Total PARKS ADMINISTRATION	**$259,108**	**$115,925**	**$106,355**	**$41,292**	**$147,647**			**$147,647**	**39%**
Total ADMINISTRATION AND CIVIC FACILITIES	**$2,331,746**	**$2,322,966**	**$2,421,407**	**$40,472**	**$2,461,879**	**$28,815**		**$2,490,693**	**3%**
TOTAL LEVY REQUIREMENTS	**$5,567,316**	**$6,051,083**	**$6,450,265**	**$441,797**	**$6,892,062**	**($312,588)**	**$13,747**	**$6,448,322**	**(0%)**

Planning and Development

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
PLANNING AND DEVELOPMENT									
PLANNING SERVICES									
POLICY PLANNING									
EXPENDITURES	$724,282	$753,738	$848,842	($89,734)	$759,108	$425		$759,533	(11%)
REVENUE	($520,861)	($588,586)	($379,340)	($62,335)	($441,675)	$1,519		($440,156)	16%
Total POLICY PLANNING	**$203,421**	**$165,152**	**$469,502**	**($152,069)**	**$317,433**	**$1,944**		**$319,377**	**(32%)**
DEVELOPMENT REVIEW									
EXPENDITURES	$841,173	$812,768	$813,298	$127,699	$940,997	$52,877		$993,874	22%
REVENUE	($1,143,891)	($964,257)	($1,219,867)	($47,565)	($1,267,432)	($12,904)		($1,280,336)	5%
Total DEVELOPMENT REVIEW	**($302,718)**	**($151,489)**	**($406,569)**	**$80,134**	**($326,435)**	**$39,973**		**($286,462)**	**(30%)**
ADMINISTRATION									
EXPENDITURES	$535,222	$569,586	$543,306	($46,771)	$496,535			$496,535	(9%)
REVENUE	($43,752)	($40,459)	($40,459)	($47,318)	($87,777)			($87,777)	117%
Total ADMINISTRATION	**$491,470**	**$529,127**	**$502,847**	**($94,089)**	**$408,758**			**$408,758**	**(19%)**
Total PLANNING SERVICES	**$392,171**	**$542,790**	**$565,780**	**($166,024)**	**$399,756**	**$41,917**		**$441,673**	**(22%)**
BUILDING SERVICES									
BUILDING ADMINISTRATION									
EXPENDITURES	$1,760,202	$2,191,615	$2,191,835	$116,754	$2,308,589	$1,100,541		$3,409,130	56%
REVENUE	($4,241,006)	($5,034,259)	($5,037,119)	($583,651)	($5,620,770)	($1,098,080)		($6,718,850)	33%
Total BUILDING ADMINISTRATION	**($2,480,804)**	**($2,842,644)**	**($2,845,284)**	**($466,897)**	**($3,312,181)**	**$2,461**		**($3,309,720)**	**16%**
ZONING									
EXPENDITURES	$343,359	$368,488	$368,788	$127,736	$496,524	($78)		$496,446	35%
REVENUE	($46,464)	($42,524)	($42,524)	($106)	($42,630)	$8,640		($33,990)	(20%)
Total ZONING	**$296,895**	**$325,964**	**$326,264**	**$127,630**	**$453,894**	**$8,562**		**$462,456**	**42%**
PERMIT PROCESSING									
EXPENDITURES	$794,020	$943,221	$944,201	$191,633	$1,135,834	$190		$1,136,024	20%
Total PERMIT PROCESSING	**$794,020**	**$943,221**	**$944,201**	**$191,633**	**$1,135,834**	**$190**		**$1,136,024**	**20%**
BUILDING INSPECTIONS									
EXPENDITURES	$1,389,890	$1,573,458	$1,574,818	$147,636	$1,722,454	($11,215)		$1,711,239	9%
Total BUILDING INSPECTIONS	**$1,389,890**	**$1,573,458**	**$1,574,818**	**$147,636**	**$1,722,454**	**($11,215)**		**$1,711,239**	**9%**
Total BUILDING SERVICES									
TOTAL LEVY REQUIREMENTS	**$392,175**	**$542,788**	**$565,778**	**($166,023)**	**$399,755**	**$41,916**		**$441,675**	**(22%)**

Library Services

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
LIBRARY									
PROPERTIES									
EXPENDITURES	$4,592,732	$4,797,916	$4,784,781	$55,658	$4,840,439	$77,433	$14,576	$4,932,448	3%
REVENUE	($306,620)	($337,207)	($262,082)	($75,697)	($337,779)			($337,779)	29%
Total PROPERTIES	**$4,286,114**	**$4,460,709**	**$4,522,699**	**($20,039)**	**$4,502,660**	**$77,433**	**$14,576**	**$4,594,670**	**2%**
Total LIBRARY	**$4,286,114**	**$4,460,709**	**$4,522,699**	**($20,039)**	**$4,502,660**	**$77,433**	**$14,576**	**$4,594,670**	**2%**
TOTAL LEVY REQUIREMENTS	**$4,286,114**	**$4,460,709**	**$4,522,699**	**($20,039)**	**$4,502,660**	**$77,433**	**$14,576**	**$4,594,670**	**2%**

Hospital Expansion

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
HOSPITAL EXPANSION									
HOSPITAL EXPANSION									
EXPENDITURES	$827,503	$1,101,597	$1,101,597	$183,960	$1,285,557	$6,128		$1,291,685	17%
REVENUE	($513,877)	($778,726)	($778,726)	($183,960)	($962,686)			($962,686)	24%
Total HOSPITAL EXPANSION	**$313,626**	**$322,871**	**$322,871**		**$322,871**	**$6,128**		**$328,999**	**2%**
TOTAL LEVY REQUIREMENTS	**$313,626**	**$322,871**	**$322,871**		**$322,871**	**$6,128**		**$328,999**	**2%**

Downtown Milton BIA

	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change / P.Y. Budget
DBIA									
DBIA MEMBERSHIP ENGAGEMENT									
EXPENDITURES	$426	$1,000	$1,000		$1,000			$1,000	
Total DBIA MEMBERSHIP ENGAGEMENT	**$426**	**$1,000**	**$1,000**		**$1,000**			**$1,000**	
DBIA ADMINISTRATION									
EXPENDITURES	$147,666	$147,500	$147,500	$1,000	$148,500			$148,500	1%
Total DBIA ADMINISTRATION	**$147,666**	**$147,500**	**$147,500**	**$1,000**	**$148,500**			**$148,500**	**1%**
OTHER PROMOTIONS									
EXPENDITURES	$6,126	$4,000	$4,000		$4,000			$4,000	
Total OTHER PROMOTIONS	**$6,126**	**$4,000**	**$4,000**		**$4,000**			**$4,000**	
SUMMER EVENTS									
EXPENDITURES	$33,567	$42,000	$42,000	$5,000	$47,000			$47,000	12%
Total SUMMER EVENTS	**$33,567**	**$42,000**	**$42,000**	**$5,000**	**$47,000**			**$47,000**	**12%**
DBIA BEAUTIFICATION									
EXPENDITURES	$35,545	$43,000	$43,000	$8,000	$51,000			$51,000	19%
Total DBIA BEAUTIFICATION	**$35,545**	**$43,000**	**$43,000**	**$8,000**	**$51,000**			**$51,000**	**19%**
DBIA REVENUE									
REVENUE	($223,331)	($237,500)	($237,500)	($14,000)	($251,500)			($251,500)	6%
Total DBIA REVENUE	**($223,331)**	**($237,500)**	**($237,500)**	**($14,000)**	**($251,500)**			**($251,500)**	**6%**
Total DBIA									
TOTAL LEVY REQUIREMENTS									

Understanding Fund Accounting

Basis of Budgeting

The Town of Milton prepares all financial information on an accrual basis in accordance with Generally Accepted Accounting Principles (GAAP) as approved by the CPA Canadian Public Sector Accounting Handbook (PSACC). This means that the transactions and events are recognized in the period in which the transactions and events occur. The Town, however, does not include a budget for amortization or post-employment benefits expenses which is permitted under the Ontario Regulation 284/09 made under the *Municipal Act, 2001.*

Fund Accounting

Financial information is prepared in accordance with a fund structure which consists of an operating fund, capital fund and reserve funds. A fund is defined as a segregation of assets and related liabilities that is administered as a separate accounting entity. Each fund has its own assets and debts, and raises or is granted its own money for its own purposes, and records its own expenditures. Separate fund accounting provides an increased measure of control over the assets of the fund by ensuring the assets are not inadvertently utilized by another fund.

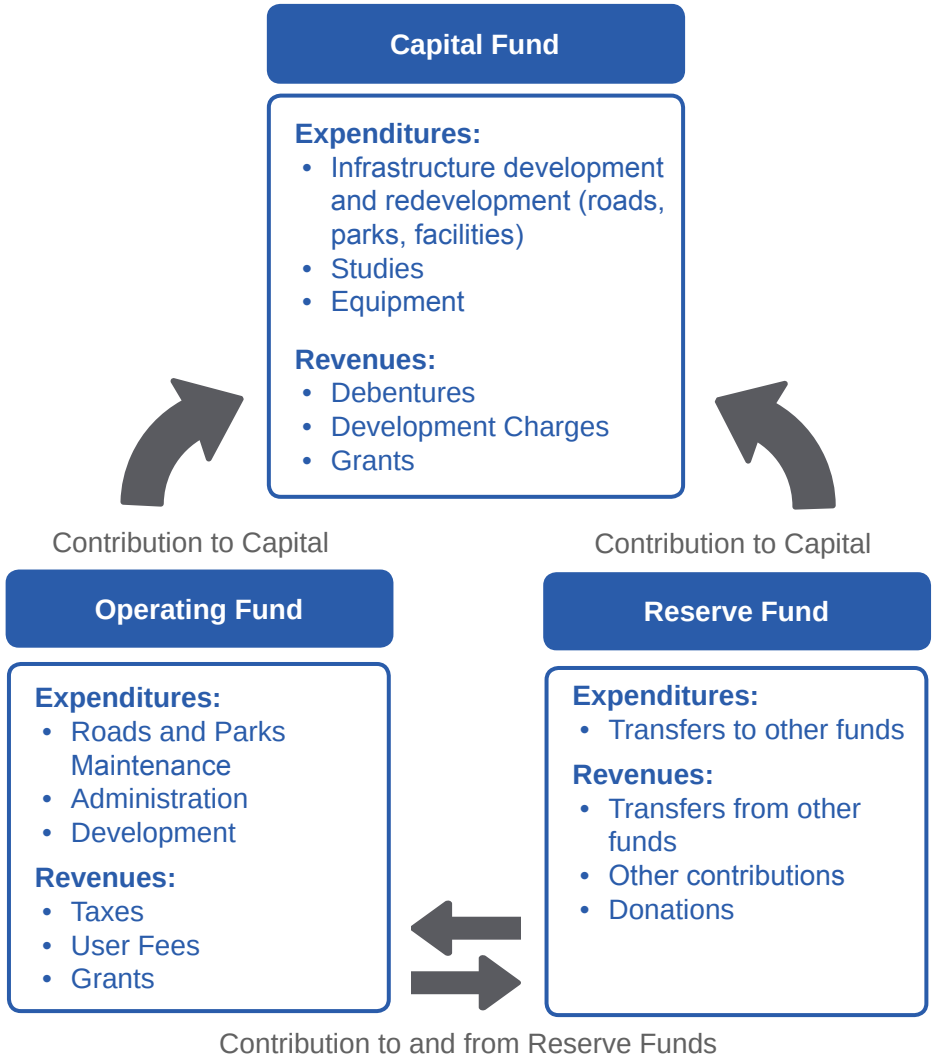
Understanding Funds

1. The capital fund is used to record all capital expenditures as well as the financing of these capital expenditures; including long term borrowing, grant funding and transfer of tax revenue for capital expenditures.
2. The operating fund is used to record all revenues and resources that are not otherwise accounted for in another fund. Unrestricted revenues such as taxes are recorded in the Operating Fund.
3. Reserve funds are established to record assets that have been segregated for a specific purpose.

The Flow of Money Between Funds

As illustrated below, monies flow between funds through interfund transfers and are recorded as either expenses or revenues in the affected funds.

Summary schedules depicting expenditures and revenues for each of the capital, operating and reserve funds are provided on the following pages.



Understanding Fund Accounting

Capital Fund Statement

Capital Fund	2017 ($ millions)
Gross Expenditures by Department	
Executive Services	$ 0.28
Corporate Services	4.30
Engineering Services	42.42
Community Services	43.00
Library Services	1.41
Hospital	35.11
Total Expenditures	**$ 126.54**
Sources of Funding	
Development Charges	$ 55.27
Contribution From Reserves/Reserve Funds	35.38
Capital Provision (including Debentures)	19.32
Debentures	8.02
Grants/Subsidies	5.06
Hydro Dividend	1.70
Recoveries and Donations	0.95
Contribution From Operating	0.84
Total Financing	**$ 126.54**

Understanding Fund Accounting

Operating Fund Statement

DEPARTMENT NAME	2015 Actuals	2016 Projected Actuals	2016 Approved Budget	2017 Status Quo/ Contractual	2017 Base Budget	2017 Growth/Volume Change	2017 Service Level Change	2017 Approved Budget	% Change /P.Y. Approved
EXPENDITURES									
Mayor and Council	$ 530,362	$ 601,147	$ 601,573	$ 10,330	$ 611,903	$ -	$ -	$ 611,903	1.7%
Executive Services	10,804,531	11,977,443	12,123,221	289,140	12,412,361	212,949	20,500	12,645,811	4.3%
Corporate Services	10,624,407	11,235,566	11,759,885	399,987	12,159,873	715,364	-	12,875,238	9.5%
General Government	24,378,295	24,974,547	24,146,281	1,657,982	25,804,263	2,591,180	-	28,395,443	17.6%
Engineering Services	26,930,425	27,669,313	27,771,361	1,176,625	28,947,986	1,017,854	810,680	30,776,520	10.8%
Community Services	19,766,979	20,393,338	20,419,856	450,590	20,870,446	224,831	35,464	21,130,741	3.5%
Planning and Development	6,388,148	7,212,873	7,285,084	574,958	7,860,042	1,142,741	-	9,002,783	23.6%
Library	4,592,736	4,797,916	4,784,781	55,658	4,840,439	77,433	14,576	4,932,449	3.1%
SUBTOTAL TOWN OF MILTON	**$ 104,015,880**	**$ 108,862,143**	**$ 108,892,043**	**$ 4,615,270**	**$ 113,507,313**	**$ 5,982,352**	**$ 881,224**	**$ 120,370,888**	**10.5%**
Hospital Expansion	$ 827,503	$ 1,101,597	$ 1,101,597	$ 183,960	$ 1,285,557	$ 6,128	$ -	$ 1,291,685	17.3%
DBIA	223,330	237,500	237,500	14,000	251,500	-	-	251,500	5.9%
SUBTOTAL HOSPITAL and DBIA	**$ 1,050,833**	**$ 1,339,097**	**$ 1,339,097**	**$ 197,960**	**$ 1,537,057**	**$ 6,128**	**$ -**	**$ 1,543,185**	**15.2%**
TOTAL TOWN OF MILTON EXPENDITURES	**$ 105,066,713**	**$ 110,201,240**	**$ 110,231,140**	**$ 4,813,230**	**$ 115,044,370**	**$ 5,988,480**	**$ 881,224**	**$ 121,914,073**	**10.6%**
REVENUE									
Mayor and Council	$ (17,625)	$ (21,599)	$ (21,599)	$ (720)	$ (22,318)	$ -	$ -	$ (22,318)	0.0%
Executive Services	(898,169)	(1,065,512)	(950,161)	(44,925)	(995,086)	40,290	-	(954,795)	0.5%
Corporate Services	(5,116,238)	(4,640,562)	(4,621,561)	(185,994)	(4,807,555)	(242,899)	-	(5,050,454)	9.3%
General Government	(22,043,531)	(22,791,465)	(22,771,604)	(1,566,473)	(24,338,077)	(1,959,368)	-	(26,297,445)	15.5%
Engineering Services	(11,039,180)	(11,227,188)	(11,039,655)	(1,092,262)	(12,131,916)	(60,482)	(183,982)	(12,376,380)	12.1%
Community Services	(14,199,662)	(14,326,456)	(13,969,591)	(100,327)	(14,069,919)	(590,784)	(21,717)	(14,682,419)	5.1%
Planning and Development	(5,995,973)	(6,670,084)	(6,719,306)	(740,978)	(7,460,284)	(1,100,825)	-	(8,561,108)	27.4%
Library	(306,622)	(337,207)	(262,082)	(75,697)	(337,779)	-	-	(337,779)	28.9%
SUBTOTAL TOWN OF MILTON	**$ (59,616,999)**	**$ (61,080,073)**	**$ (60,355,559)**	**$ (3,807,375)**	**$ (64,162,935)**	**$ (3,914,067)**	**$ (205,700)**	**$ (68,282,699)**	**13.1%**
Hospital Expansion	$ (513,877)	$ (778,726)	$ (778,726)	$ (183,960)	$ (962,686)	$ -	$ -	$ (962,686)	23.6%
DBIA	(223,330)	(237,500)	(237,500)	(14,000)	(251,500)	-	-	(251,500)	5.9%
SUBTOTAL HOSPITAL and DBIA	**$ (737,207)**	**$ (1,016,226)**	**$ (1,016,226)**	**$ (197,960)**	**$ (1,214,186)**	**$ -**	**$ -**	**$ (1,214,186)**	**19.5%**
TOTAL TOWN OF MILTON REVENUES	**$ (60,354,206)**	**$ (62,096,299)**	**$ (61,371,785)**	**$ (4,005,335)**	**$ (65,377,121)**	**$ (3,914,067)**	**$ (205,700)**	**$ (69,496,885)**	**13.2%**
TOTAL LEVY REQUIREMENTS	**$ 44,712,507**	**$ 48,104,941**	**$ 48,859,356**	**$ 807,896**	**$ 49,667,252**	**$ 2,074,413**	**$ 675,524**	**$ 52,417,188**	**7.3%**

Reserves and Reserve Funds Statement

			Projected 2017 Activity						
Reserve Type	**Dec 31, 2015 Balance**	**Dec 31, 2016 Estimated Balance**	**Interest Earned**	**Contribution from Revenue**	**Other Revenue**	**Transfer to Capital**	**Transfer to Revenue**	**Debt Payments / Cash Flow Assistance**	**Dec 31, 2017 Estimated Balance**
Total Reserves	$ 30,669,310	$ 31,808,626	$ -	$ 14,297,959	$ -	$ (13,672,115)	$ (1,627,950)	$ -	$ 30,806,520
Total Reserve Funds	48,342,686	51,613,341	607,100	7,917,297	2,409,474	(32,483,345)	(4,205,344)	-	25,858,523
Total Capital Provision and Development Charges	43,452,540	62,076,310	176,695	5,051,296	69,442,877	(102,842,883)	(183,960)	(1,463,785)	32,256,551
Total Reserves and Reserve Funds	**$ 122,464,536**	**$ 145,498,278**	**$ 783,795**	**$ 27,266,552**	**$ 71,852,351**	**$(148,998,343)**	**$ (6,017,254)**	**$ (1,463,785)**	**$ 88,921,594**

Council Approved Financial Policies

The following financial policies establish the framework for the overall fiscal planning and management of the Town of Milton.

Policy 1: Balanced Budget

The operating budget will be balanced with revenues equaling expenditures for the budget period. Any shortfall in budgeted revenues versus budgeted expenditures for a budget period will be funded by tax levies equal to the shortfall, thereby resulting in a balanced budget.

Policy 2: Accounting Principles

The Town of Milton's accounting principles are as follows:

1. Every expenditure for goods and services shall be charged in the fiscal year in which the goods or services are actually received;
2. Where general tax based funds have been appropriated but not spent prior to the end of the fiscal year and no legal obligation to expend said funds has been entered into prior to the end of the fiscal year, said funds shall be included in the Town's general surplus and a surplus report shall be submitted to Council indicating the allocation of these funds;
3. Where unanticipated revenues which are not dependent on expenditures to provide a service are realized, such revenues shall not be spent or committed without Council approval; at year-end such remaining revenues shall become part of the Town's surplus or be used to reduce the Town's deficit;
4. The Town shall continue to follow the accounting principles and guidelines identified by the Public Sector Accounting Board (PSAB).

Policy 3: Capital Budget Preparation

1. Capital Expenditure:

A significant expenditure incurred for the improvement, acquisition or major rehabilitation of buildings, equipment, rolling stock and infrastructure, including studies undertaken related to such works. The expenditure will have benefits lasting beyond one year and have a minimum threshold of $10,000.

Note: An expenditure on repair or maintenance designed to maintain an asset in its original state is not a capital expenditure, unless a major overhaul is required that will extend the useful life of an asset.

2. Capital Budget Preparation:

Each Commissioner shall prepare and submit annually to the Treasurer's office their capital budget requests and subsequent nine year capital forecast requests. Only the first five years of the forecast will need to have detailed descriptions. Each capital budget and forecast submitted shall include:

a. The project ID number (set by the Corporate Services Department).
b. The year of initiation of the project.
c. The flexibility in the timing of the project (i.e. if there is a reason that it must go forward in a certain year due to development, safety, etc.).
d. A project name.
e. A brief description of the project and explanation of the need for the project.
f. The department and service/program provided.

g. A project priority ranking, following the ranking system in place (see number 3 to this policy).

h. A detailed estimate of each project's costs including net HST, a breakdown of the total gross cost of the project by year (the source of the estimate should be identified).

i. The financing of each project, including any known information regarding grants/subsidies, direct developer contributions, external contributions or other (fundraising, etc.). The Corporate Services Department will fill out the balance of the financing.

j. An identification of operating impacts/expenditures that are a result of the capital project, including any additional transfers to reserves required due to an increased need for replacement of new equipment and/or new facility components that will be required in the future. At least one full year of operating costs/revenues will need to be indicated. If there are any upgrades that will result in operating savings in the subsequent years, this should be included as well.

3. Capital Budget Priority Ranking Process:

As part of capital budget preparation, a project should be given a ranking of 0-5 (five being the highest priority). The following is the range in which capital projects should be ranked.

Priority Ranking: 4-5

- Continuation of a phased project due to internal funding dependency or functional requirement.
- Project tied to another jurisdiction and may:
    1. Minimize disruption to the public.
    2. Be fiscally efficient.
    3. Be a health and safety issue.
- Problem is identified as a serious threat to public health and safety.
- If problem not found, would preclude growth.
- Asset replacement – is asset in critical condition?
- Repair/replace critical asset component.

Priority Ranking: 2-3

- Project has significant impact if not funded.
- Project will reduce net current and future operating or maintenance costs with a payback within three years.
- Project tied to major funding from external sources.
- Projects that are growth related.
- If project not funded, there is a potential health/safety risk.

Priority Ranking: 1

- Project will protect and maintain the Town's asset base.
- Project would have general benefits to the community as a whole.
- Project approved for postponement or elimination since it raises questions about benefit, need, proper timing or adequate funding.

4. Capital Budget Process:

a. Identification of projects from Town departments including all approved studies, plans, projects identified by staff and the public, projects to be shared with Region, School Boards, and other municipalities or ministries.

b. The Corporate Services Department will meet with each department individually to verify timing, costs, and identify external funding sources: grant and subsidies, fundraising, and donations.

c. The Corporate Services Department will review for internal funding sources: transfer from operating and reserves, development charges and other reserve funds, and debentures.

d. Priority ranking by Senior Management Team.

e. Presentation and recommendations to the Budget Committee.

f. Council review and approval.

5. Capital Dollar Limitation:

The annual capital budget and nine year forecast document shall include:

a. All capital projects or items costing in excess of $10,000, regardless of the source of financing.

b. Capital projects, costing less than $10,000, if they are interrelated with another local municipality or regional project; or if capital financing other than tax levy is required.

c. Similar maintenance items could be grouped together in a single project such as work identified in the facility maintenance model (i.e. three roof jobs in different locations, sidewalk repair/replacements, furniture requirements, etc).

d. All road construction projects regardless of dollar amount.

e. Capital purchases less than $10,000 in value shall be budgeted in the department's operating budget.

f. Specifically identified capital programs, as approved by the Treasurer, may be budgeted as an annual allocation in the forecast with individual projects/locations being determined in the current year's budget approval (i.e. asphalt overlay, sidewalks, etc).

6. Spending Before Budgets are Established:

No new capital projects will be initiated before the capital budgets are established without the prior approval of the Executive Services Department or Council.

7. Emergency Spending:

Where authority has not been given in the capital budget for a particular project, no department shall commence the project unless:

a. Approval was granted by Council through a report outside of the budget process prepared by the Commissioner of the department requiring the expenditure and the Treasurer.

b. An emergency occurs requiring capital repairs and the Executive Services Department approved such emergency repairs. Where such authorization is given, a subsequent report detailing the emergency and the financing of such shall be prepared for Council's information by the Treasurer.

8. Capital Budget Reporting:

a. That a monthly financial detail of the capital budget (projects/program for what is proceeding) be provided to Council beginning the month following budget approvals.

b. The detailed current monthly financial statements for the capital budget be provided to all Town Departments, no later than the 10th working day of the following budget approvals.

c. That the Corporate Services Department review financial statements quarterly with all departments and provide assistance in the analysis of accounts and preparing forecast changes to the budget as required.

d. That a quarterly reporting/forecasting system be established for all accounts in the capital fund; and that departments report all account variances in the excess of 5% or $5,000 (whichever is less) to the Treasurer; and that variance reporting be forwarded to Council for March, June, September, and December each year.

9. Authority for Budget Changes:

Where authority has been given in the capital budget for a particular project, and an increase to the approved amount is needed:

a. The Treasurer may approve, including the source of financing:

   i. An amount equal to 5% for projects budgeted under $50,000;

   ii. The lesser of 10% or $50,000 for projects budgeted $50,000 and over.

b. Council may approve, including the source of financing:

   i. Expenditures in excess of $50,000 of budget.

A summary of budget changes to the approved amount, in accordance with (a) and (b) above, will be provided to Council with the quarterly variance report.

10. Project Completion:

No later than 60 days after the completion date of the project, the Commissioner is to advise the Treasurer that the project is complete.

11. Capital Planning and Funding:

That the principles of a Capital Planning and Funding policy be set out as follows:

a. The cost of providing capital facilities required by new growth shall be borne by the new development through the imposition of development charges and use of capital provision funds. This avoids undue financial impact on existing taxpayers. Tax funds will provide the statutory funding required under the development charges legislation and other projects that are ineligible for development charges and/or capital provision.

b. Non-growth related capital projects and works will be financed on a pay-as-you-go basis involving direct use of capital from current, reserves and reserve funds (but not the Development Charge Reserve Fund or Capital Provision Reserve) thereby ensuring that the future will not be constrained by debt. Asset replacement must be well planned on the basis of the asset's estimated useful life.

c. Capital budget decisions made today must be affordable today and tomorrow; therefore, it is of the utmost importance to show operating budget replacement impacts on new infrastructure.

d. Capital and operating budgets are interdependent. Capital decisions will invariably have tax rate implications for the following budget year(s).

e. No Capital job should proceed until external sources of financing are in place (i.e. donations, fundraising, etc).

12. Capital Financing and Debt Management:

a. Milton shall attempt to maximize use of all available external financing sources each year, including but not limited to: grants, subsidies, fundraising, and donations.

b. That the annual debt payments from the operating budget be limited to 15% of the Town's own source revenue and that the debt limit as calculated by the regulations could be as high as 20% where at least 25% of the debt repayments can be made from other sources of revenue such as user fees, future development charges or future capital provision payments. (Amended Staff Report CS-43-04).

c. The Town shall continue a policy of pay-as-you-go financing on capital projects to the extent practicable. The annual debt charges of the Town shall not exceed OMB guidelines.

d. Slot revenues are to be used to reduce the reliance on debt in accordance with the annual review of the policy on allocation of slot revenue.

13. Capital Equipment Replacement:

That the principles of a Capital Equipment Replacement Policy be set out as follows:

a. That an amount be included in the applicable annual operating budgets, to be set aside for the replacement of vehicles and equipment based on the estimated life cycles and estimated replacement costs as approved by Council.

b. That annual transfers to the Equipment Replacement Reserve be reviewed and updated to ensure that there are enough funds in this reserve to not only replace the existing equipment, but the replacement of new growth-related and service enhancement equipment.

c. That the initial acquisition of new growth-related equipment be funded from development charges where applicable.

d. That service enhancement and non-development charge funded new equipment will be funded from other capital sources and prioritized as part of the capital budget process.

e. That the equipment recovery rates be reviewed and updated regularly to ensure the rates are current market value. Since the equipment should reflect the current costs of operating and maintaining fleet, maintaining the rates at market level makes the Town's equipment more self-funding.

f. That each Town department budget separately for the contribution to the Equipment Reserve for the replacement of their own vehicles and equipment.

g. That a two-year budget be passed with regard to equipment replacement.

h. That development charge revenues not be used for the replacement of vehicles and equipment.

i. That the minimum value of a replacement vehicle or piece of equipment be set at $5,000 to be eligible as a capital project.

j. That an expenditure on asset repair or maintenance is not a capital expenditure unless: a major overhaul is required that will extend the useful life of the asset (such as the refurbishment of a Fire Truck), and the repair meets the minimum value in (i) above.

k. That future vehicle and equipment replacement expenditures be part of the annual capital budget with financing from the appropriate vehicle and Equipment Replacement Reserve Fund.

14. Capital Administration Surcharge:

a. Each capital project included in the current year budget and nine year forecast will be charged the approved surcharge of the total budgeted cost of the project.

b. There will be a recovery in the operating budget under general government equal to the total amount of the surcharge. This recovery will offset administrative costs for administering the capital project.

15. Project Management Surcharge:

a. Certain capital projects will include an appropriate amount for wages where a significant amount of staff time will be spent on the project management duties related to the project.

b. Wages will be budgeted at a rate equal to the midpoint of the staff person's salary band in the most current pay grid.

c. Staff working on capital projects will record the time they spend working on each capital project on a standard time sheet.

d. Staff wages will be paid from their departmental operating budget with an offsetting recovery from the capital budget.

16. Internal Development Fees:

a. A Town owned capital project shall be charged the appropriate development fees that would be levied against all other development applications.

b. Prior to inclusion in the capital budget, the project manager will obtain the costs of the application fees that relate to the project from the internal departments.

c. Upon completion of the work by the internal department, the total costs shall be charged to the capital project and the revenue realized in the department budget.

d. The fees charged to the capital project shall be in accordance with the most recent Milton Council approved fee schedule.

Policy 4: Budget - Operating Preparation

1. Operating Budget Process:

All operating budget estimates will be reviewed and approved as follows:

a. Guidelines are set by Council based on staff recommendations.

b. The Corporate Services Department shall prepare detailed instructions to be followed in the preparation of all operating estimates.

c. Departments prepare budget estimates to identify base program requirements at existing service levels.

   i. Identifying new programs and/or service level changes.

   ii. Estimating the number of new full-time equivalents.

   iii. Revenues/expenditures are to be calculated based on known commodity trends, approved studies/reports including user fee reports/by-laws, human resources, etc.

   iv. Identifying goals and objectives for the upcoming year.

d. Corporate Services staff meets with each department.

e. Priority ranking session for suggested new programs/service enhancements and/or program cuts.

f. Budget presented to Budget Committee.

g. Budget Committee makes recommendations on final budget to Council.

h. Council approval.

i. Tax rates are set.

2. Spending Before Budgets are Established:

a. Departments are authorized to expend funds at the previous years' service levels, unless specifically directed otherwise by the Executive Services Department or Council until the current year's operating budget has been approved.

b. No new programs are to be initiated before the operating budget is established without the prior approval of the Executive Services Department or Council.

3. Emergency Spending:

Where authority has not been given in the operating budget for a particular expenditure or line item, no department shall expend funds unless:

a. Approval was granted by Council through a report outside of the budget process prepared by the Treasurer.

b. If an emergency occurs requiring an expenditure and the Treasurer approved such an emergency, a report detailing the emergency expenditure and the financing of such will be prepared by the Treasurer and the Commissioner of the department requiring the expenditure for Council's information.

4. Operating Budget Reporting:

a. That a monthly financial statement summary of the operating budget be provided to Council beginning the month following budget approvals.

b. That detailed current monthly financial statements for the operating budget be provided to all Town departments, no later than the 10th working day of the following month, beginning the month following budget approvals.

c. That the Corporate Services Department review financial statements quarterly with all departments and provide assistance in analysis of accounts and preparing forecast changes to the budget as required.

d. That a quarterly variance review system be established for all accounts in the operating budget; and that departments report all account variances in excess of $1,000 to the Treasurer; and that reporting be provided to Council quarterly and form part of the financial statement reporting process including forecast budget.

5. Authority for Budget Changes:

Where authority has been given in the operating budget, an increase to the approved amount may be authorized, as follows:

a. The Treasurer may approve, including the source of financing:

   i. Up to $1,000 for line items budgeted under $10,000.

   ii. Up to $1,500 for line items budgeted $10,000 to $20,000.

   iii. Up to $2,000 for line items budgeted $20,000 to $30,000.

   iv. Greater of 5% or $2,500 for line items budgeted $30,000 and over.

A summary of budget changes to the approved amount, in accordance with (a) above, will be provided to Council on a quarterly basis with the variance reporting.

Policy 5: User Fees

The Town of Milton is very proactive in establishing user fees to recover costs and reduce reliance on the tax levy to fund the operating budget. Full cost recovery (as determined by the User Fee Model) is the ultimate target for all non-recreation fees. A comprehensive review of user fees is conducted every three years, including consultation with staff and user groups to set the fees. An annual update is conducted to ensure that fees are increasing at the appropriate rate of inflation.

Policy 6: Cash Management and Investments

The policy provides an efficient framework for optimal utilization of cash resources of the Town of Milton with the statutory limitations and the basic need to protect and preserve capital while maintaining solvency and liquidity to meet on-going financial requirements.

Policy 7: Surplus Carry Forward

In years when a surplus situation exists, the surplus carry-forward of said year shall be limited to $300,000 and any excess surplus shall be applied to financing reserves, reserve funds and/or capital projects.

Policy 8: Debt Capacity

Debenture financing is applied within the Ontario Municipal Board's (OMB) debt capacity guideline of 25% of own source revenues. It is further applied within the more conservative Council approved policy of 15% of the Town's own source revenues and that the debt limit as calculated by the regulations could be as high as 20% where at least 25% of the debt repayments can be made from other sources of revenue such as user fees, future development charges or future capital provision payments.

Operating Budget Account Structure

Operating Expenditures

Salaries and Benefits

This category includes the salaries and benefits for Town employees across all departments for full-time, part-time and contract staff.

Administration

Administrative expenditures are related to the management of the municipality and include such things as professional development and training, marketing, mileage and uniform clothing allowances.

Financial

Financial expenditures include such things as bank changes and principal and interest payments on debt and insurance.

Fleet Expenses

Expenditures related to the maintenance of the Operations, Fire and By-law Enforcement divisions' fleet including fuel and maintenance repairs are included in this category.

Purchased Goods and Services

Purchased goods and services include all external purchases of goods and services required to provide the many services offered by the Town to residents. It includes such things as contracted services for winter control and parks maintenance, telecommunications, maintenance contracts, utilities and equipment.

Transfers to Own Funds

Transfers to own funds include transfers to the capital budget and transfers to reserves and reserve funds. They represent a critical component of the operating budget designed to ensure the future financial stability of the Town as well as fund the capital budget.

External Revenues Transferred to Reserves/Reserve Funds

As per Public Sector Accounting Board (PSAB) reporting requirements, funds received by the Town that are a contribution to a reserve or reserve fund must flow through the operating fund as a source of revenue. This category of expenditures represents the transfer of these funds from the operating fund to the appropriate reserve or reserve fund. There is no net impact of these transactions on the Town's operating fund.

Reallocated Expenses

Reallocated expenses denote a transfer of expenditures between departments to better reflect the true cost of providing Town services by functional service area. These expenditures are offset by the reallocated revenues as they are a reallocation of costs from one functional area to another. There are no net impacts of these transactions on the Town's operating fund.

Operating Budget Account Structure

Operating Revenues

Grants

Grants denote the funds received from provincial or federal agencies and can be either conditional or unconditional in nature.

Recoveries and Donations

Recoveries and donations include the reimbursement of Town costs through agreements with external agencies. Donations from external parties are also included within this revenue category.

User Fees and Service Charges

This revenue source includes all fees paid by individuals or organizations to the Town for the provision of municipal programs or services. The user fees included in the operating budget were approved by Council through the 2017 Rates and Fees By-law (073-2016). This By-law provides the authority to collect these types of revenues.

External Revenues Transferred to Reserves/Reserve Funds

The revenues included in this category represent revenues that are not used directly in the operating budget but are immediately transferred to the appropriate reserve or reserve fund. The inclusion of the revenue in the operating budget is solely for accounting purposes. These revenues include such things as the Ontario Lottery Corporation proceeds and perpetual maintenance revenues.

Taxation

Taxation represents the amount of property tax that is received by the Town from taxpayers, including the tax levy and supplementary taxes.

Payments in Lieu

This revenue source represents the amount of revenue received from other government agencies who own property within the Town of Milton; essentially, it is a cash payment received in lieu of a property tax payment and also includes Right of Way payments.

Other

Revenue received from other Town funds including the capital fund, reserves and reserve funds; investment income; revenues from Milton Hydro including an annual dividend and interest payments on a long term note receivable; and long term lease agreements are recorded in this category.

Reallocated Revenues

Reallocated revenues denote transfers of revenues between departments to better reflect the true cost of providing Town services by functional/service area. These revenues are offset by the reallocated expenses as they are an allocation of costs from one functional area to another.

Reserve and Reserve Fund Definitions

Understanding Reserves and Reserve Funds

Reserves

A reserve is an allocation of accumulated net revenue. It has no reference to any specific assets and does not require the physical segregation of money or assets. Reserves are part of the revenue fund and, therefore, do not earn interest on their own, as in the case of reserve funds. Any earnings derived from investment of reserves' money are reported as revenue in the operating fund.

Reserve Funds

Reserve fund assets are segregated and restricted to meet the purpose of the reserve fund. Reserve fund monies can be invested only in such securities as a trustee may invest in under the Trustee Act. All earnings derived from such investments must form part of the reserve fund. There are two types of reserve funds:

1. Obligatory Reserve Funds:

Shall be created whenever a statute or legislation requires that revenue received for special purposes are to be segregated from the general revenues of the Town. Obligatory reserve funds are created solely for the purpose prescribed for them.

2. Discretionary Reserve Funds:

Are established whenever Council wishes to set aside revenues to finance a future expenditure or to provide for a specific contingent liability, for which it has authority to spend money, so that the funds are available as required.

Creation of Reserves and Reserve Funds

All proposals to establish or create a new reserve or reserve fund in any year, whether for capital or operating purposes, shall be contained in the budget estimates where identifiable and shall be approved by Council resolution.

Reserve and Reserve Fund Movement

All contributions to or withdrawals from reserves and reserve funds shall be clearly identified and segregated in the Town's accounting system.

Reserve and Reserve Fund Controls

All reports containing proposals to finance capital or operating expenditures from reserves or reserve funds must be signed by the Treasurer before a report is submitted to Council for approval.

Capital Projects Financed from Reserves and Reserve Funds

Any projects scheduled in the budget and for which offsetting revenue are shown coming from reserves/reserve funds, should only proceed if the funding is available from appropriate reserves/reserve funds.

Investments

The Treasurer shall prudently invest reserve funds and any related net investment income earned shall be credited to reserve funds accordingly.

Reserve and Reserve Fund Borrowing

Only the Development Charge Reserve Funds for each particular service will be allowed to enter into a negative position at any point in time; as long as the total amount of development charges from all services is not in a negative position.

Where the activities supported by a specific reserve fund require temporary funding from another reserve fund, the Treasurer shall prepare a promissory note setting out the terms and conditions of the loan transaction.

Reserve and Reserve Fund Definitions

Reporting

The inventory of reserves and reserve funds is maintained by the Corporate Services Department. Semi-annually the Treasurer shall prepare and present a report to Council setting out a Statement of Continuity. In addition, a forecast of reserve and reserve fund balances will be prepared and submitted annually with the capital budget and will be included in the final operating and capital budget document.

A Statement of Continuity

A Statement of Continuity shows:

- The balance standing to the credit of every reserve and reserve fund as at the previous December 31st.
- All contributions and withdrawals made against every reserve and reserve fund to the date of the statement.

Reserve and Reserve Fund Definitions

Name	Purpose of Fund	Funding Sources	Appropriation of Funds
Aggregate Permit Fees	To assist in financing rural roads reconstruction as a result of truck traffic traveling to and from local quarries to extract aggregate.	• $0.06 per tonne fee collected from the Ministry of Natural Resources for all aggregate extracted in Milton.	• Contribution to roads reconstruction capital budget.
Building Rate Stabilization	To ensure that the Building Department operates as a self-sustaining operation as per Bill 124. This reserve fund will be used to mitigate fluctuations in building permit fees by managing the risk associated with an economic downtown and managing the financial implications resulting from additional compliance costs.	• Surplus earned on building permit revenues.	• Contribution to the operating fund.
Capital Provision	In order to mitigate the impact of growth on tax rates and on the Town's debt capacity limits, developers have agreed to provide a capital provision fee over and above the Development Charges payable on residential development. This reserve is used to fund non-development charge recoverable costs on growth-related capital projects.	• Developer contributions to be collected at time of building permit issuance for residential units as set out in the Bristol, Sherwood and Boyne Financial Agreements and as negotiated with future phases of development.	• Provision of capital facilities and infrastructure as negotiated and identified in fiscal impact assessments.
Capital Works	This reserve is used for emergency capital requirements outside the annual budget process and over expenditures in capital projects. It will provide financing to projects where tenders exceed approved budgets.	• Contribution from the operating fund. • Excess financing from completed capital projects. • Operating fund surplus.	• Contribution to the capital fund.

Reserve and Reserve Fund Definitions

Name	Purpose of Fund	Funding Sources	Appropriation of Funds
Cash-in-Lieu of Parking	In accordance with the Planning Act R.S.O. 1990 sec. 40. (2), municipalities may enter into an agreement with a property owner for providing and maintaining parking facilities on their land as required under municipal by-law and to provide funding to the municipality as consideration for granting the exemption. The funding collected in this reserve fund will be used to finance parking lot construction in areas which do not meet the minimum zoning requirements and land acquisition.	• Contributions received from developers in lieu of providing and maintaining parking facilities on properties being developed.	• Contribution to the capital fund to fund the construction of parking lots and acquisition of land.
Cash-in-Lieu of Parkland	In accordance with the Planning Act R.S.O. 1990 sec. 42. (6), municipalities may adopt a by-law requiring a percentage of land being developed or redeveloped to be conveyed to the municipality for park or other public recreational purposes. Where parkland cannot appropriately be provided, the municipality may require a payment of the value of land otherwise to be conveyed. The funding collected in this reserve fund will be used to fund the acquisition of land for parks or any other public recreational purpose and the development or redevelopment of land, parks, and recreational facilities.	• Contributions received in lieu of land being conveyed to the Town for parkland requirements as per the Planning Act.	• Contribution to the capital fund to fund the construction and development of parkland.
Cash-in-Lieu of Storm Water Management	To provide for the rehabilitation of storm water management ponds.	• In-fill developers contribute to this reserve to compensate for their use of existing storm water ponds.	• Contribution to the capital fund.

Reserve and Reserve Fund Definitions

Name	Purpose of Fund	Funding Sources	Appropriation of Funds
Computer Requirements	To fund the replacement of computer hardware on an ongoing basis, whether through lease or acquisition; to fund software acquisitions and associated training costs.	• Contributions from the operating fund. • Operating fund surplus. • Proceeds from sale of used equipment.	• Contribution to the capital fund.
DBIA Surplus	To finance improvements in the Downtown Business Improvement Area.	• Surplus funds generated by the DBIA.	• Subject to approval of DBIA Board of Directors.
Development Charges	As per the Development Charges Act, 1997, c.27, s. 2(1), Municipalities may pass a by-law that allows the development charge against lands that are being developed that will result in greater capital costs due to increased needs for services provided by the municipality. Services include roads, fire, library, transit, administration, parks, recreation, transportation, parking and storm water management.	• Contributions received from developers as per the Development Charges by-law.	• Growth-related capital projects as funded by the development charges by-law and identified in the Development Charges Background Study.
Election	To mitigate budget pressure resulting from the expenditures of a municipal election, one-quarter of the estimated costs of the election will be transferred annually to this reserve and drawn upon in the year of election.	• Contribution from the operating fund.	• Contribution to the operating fund in election year.

Reserve and Reserve Fund Definitions

Name	Purpose of Fund	Funding Sources	Appropriation of Funds
Equipment Replacement	To provide for the replacement of Town owned rolling stock and equipment including fire trucks and transit buses, vehicles for operations, by-law enforcement and facilities, at the end of their useful life.	• Contribution from the operating fund. • Proceeds from sale or disposal of used equipment.	• To fund the replacement of vehicles and equipment for operations, fire, transit, by-law enforcement, and facilities.
Federal Gas Tax	This reserve fund is used to track receipts and disbursements of funds in accordance with the terms of the Municipal Funding Agreement for the transfer of Federal Gas Tax revenues as per Economic Action Plan 2013.	• Contributions from the Association of Municipalities for Ontario for the Federal Government as per Economic Action Plan 2013.	• New incremental capital spending on municipal infrastructure for renewal and material enhancement and construction on projects including transit, local roads, bridges, active transportation,amateur sport, recreation and cultural infrastructure.
Growth-Related Resources	To mitigate the impact of growth on operating budgets. May include providing funding for additional staff required as a result of growth pressures.	• Operating budget surpluses generated through development-related activity.	• To fund growth-related resource requirements, including additional staff and related equipment.
Infrastructure Renewal	This reserve is used to fund infrastructure renewal expenditures to extend the useful life of Town assets or to fund the replacement of assets that have reached the end of their useful life.	• Contribution from the operating fund. • Contribution from the Ontario Community Infrastructure Fund.	• Contribution to the capital fund.
Insurance	The reserve is used to finance insurance claims that are less than the Town's insurance deductible and other insurance related expenditures.	• Contribution from the operating fund. • Occasional third-party recoveries.	• Contribution to the operating fund.

Reserve and Reserve Fund Definitions

Name	Purpose of Fund	Funding Sources	Appropriation of Funds
Investment in the Arts	To track donations and naming rights collected through the "Investment in the Arts Campaign", including the net cash proceeds from the sale of the surplus lands (+/- 2 acres at Main and Thompson). These funds will be used to phase in the cost of operating the Milton Centre for the Arts in an effort to mitigate the impact on the annual tax levy.	• Funds received from the "Investment in the Arts Campaign". • Net cash proceeds from sale of surplus lands at Main and Thompson.	• Contribution to the operating fund.
Legal Matters	To finance unbudgeted or extraordinary costs associated with legal matters so as not to impact negatively on the Town's operating fund.	• Contribution from the operating fund. • Operating fund surplus. • Developer contributions, to be collected at time of subdivision registration for residential units at an amount set out in the annual User Fee By-law.	• Contribution to the operating fund. • Contribution to the capital fund.
Library Capital Works	This reserve is used to fund the Library's non-growth related capital expenditures and any component of growth related projects that are not eligible for funding from development charges. This reserve will also be used to fund emergency capital requirements outside of the annual budget process and provide financing to capital projects where tenders exceed approved budgets.	• Contribution from the Library levy. • Excess financing from completed capital projects. • Operating fund surplus from Library. • Proceeds from sale or disposal of used assets.	• Contribution to the capital fund.

Reserve and Reserve Fund Definitions

Name	Purpose of Fund	Funding Sources	Appropriation of Funds
Library Tax Rate Stabilization	To stabilize revenue streams and provide resources to respond to extraordinary events. This reserve will be used to moderate fluctuations in the Library Tax Levy during preparation of the annual operating budget and to protect the Library against unforeseen expenditures or unanticipated deficits that may occur in the fiscal year. This reserve also serves as a long term financing tool to smooth impacts of tax rate changes due to growth in services.	• Contribution from the Library levy. • Operating fund surplus from Library.	Contribution to operating fund for: 1. Funding of year-end operating deficits. 2. Funding of extraordinary events and unanticipated expenditures. 3. Funding for growth of services.
Mayor's Legacy	To be used for the development of trails within the Milton Heights area.	• Funds received from 25th Anniversary Mayor's Legacy Fund.	• Contribution to the capital fund.
Metrolinx	To finance the purchase and installation of bicycle parking infrastructure.	• One-time funding received from the Metrolinx Bike Linx Program.	• To finance the purchase and installation of permanent bicycle parking infrastructure at major Town facilities.
Milton District High School Reunion Scholarship Fund	To finance an annual scholarship of $150 to a graduating student of Milton District High School who has successfully completed courses in the business area.	• Original funding resulted from surplus related to a school reunion • Operating Scholarships funded from interest earnings	• To finance an annual scholarship.

Reserve and Reserve Fund Definitions

Name	Purpose of Fund	Funding Sources	Appropriation of Funds
Milton District Hospital Expansion	To provide funding for the Town's contribution towards the local share of the redevelopment and expansion of Milton District Hospital.	• Contribution from Slots Reserve Fund. • Contribution from Hospital Tax Levy.	• Contribution to Halton Healthcare Services to assist with funding for the local share of the redevelopment and expansion of Milton District Hospital.
Municipal Buildings Components	To finance the repairs and maintenance of municipally owned buildings including the Milton Public Library.	• Contributions from the operating fund. • Contribution from user fees as established through the Town's User Fee model.	• To finance capital repairs and maintenance of building components.
Municipal Buildings Replacement	To finance the replacement or major rehabilitation of municipal buildings.	• Contributions from the operating fund.	• Contributions to capital fund to finance repairs, maintenance and the replacement of municipally owned buildings.
Ontario Lottery Corporation Proceeds	Proceeds received quarterly from the Ontario Lottery and Gaming Corporation for hosting the Slots at Mohawk Racetrack are invested into the community through contributions to the capital fund, contributions to community organizations and contributions to the hospital expansion.	• Contributions from the Ontario Lottery and Gaming Corporation for proceeds from Slots at Mohawk Racetrack.	• Contribution to the capital fund. • Contribution to community organizations. • Contribution to Milton District Hospital Expansion Reserve Fund.

Reserve and Reserve Fund Definitions

Name	Purpose of Fund	Funding Sources	Appropriation of Funds
Per Unit Development Processing Fee	To recover time spent by staff outside the Planning and Building Department for review and processing of development related applications.	• Developer contributions, to be collected at time of subdivision registration for residential units at an amount set out in the annual User Fee By-law.	• To be distributed proportionately among the processing departments based on the annual review of time spent on development applications.
Perpetual Maintenance	To ensure a reasonable amount of funds are available for the long-term care of infrastructure built by developers that will need to be maintained by the Town in future years.	• Contributions from developers.	• Contributions to operating and/or capital fund to fund the maintenance and repairs of infrastructure built by developers.
Property Transactions	To provide financing for property acquisition to meet Town needs (i.e. rights of way, road allowances, etc).	• Proceeds from sale of Town owned property. • Contribution from the operating fund. • Revenue earned from leases and agreements.	• Contribution to the capital fund to finance land as required.
Provincial Gas Tax	This reserve fund is used to track funding received from the Ministry of Transportation and the expenditure of these funds as per the guidelines of the Dedicated Gas Tax Funds for Public Transportation Program.	• Contributions from the Ministry of Transportation.	• Incremental operating or capital expenditures that promote increased transit ridership. • Increased capital expenditures that provide improvements to transit security and passenger safety.

Reserve and Reserve Fund Definitions

Name	Purpose of Fund	Funding Sources	Appropriation of Funds
Seniors' Fundraising	To segregate excess fundraising by the Seniors' Centre for use in funding activities at the Seniors' Centre through the operating fund.	• Surplus fundraising revenue generated by the Seniors' Centre.	• To be used as a contribution to the operating fund to fund Seniors' special events.
Sports Field Development	To provide funding for capital projects related to the development or redevelopment of sports fields.	• User Fees contribution to sports field replacement.	• To finance capital works related to sports fields.
Tax Rate Stabilization	To mitigate tax rate changes during preparation of the annual budget and to protect the Town against any unanticipated expenditures of an operating nature. This reserve would also be used to fund any unanticipated deficits that may occur in the fiscal year.	• Contribution from the operating fund. • Operating fund surplus.	• Contribution to the operating fund. • Funding of year-end operating deficits.
Training	To provide funding for employee development and continuing education	• Contribution from the operating fund. • Savings in annual training budget.	• Contribution to the operating fund.
Transit and Transportation	To finance operating and capital expenditures related to transit and transportation.	• Contribution from the operating fund.	• Contribution to the capital fund to finance jobs related to transit and transportation. • Contribution to the operating fund.

Reserve and Reserve Fund Definitions

Name	Purpose of Fund	Funding Sources	Appropriation of Funds
Winter Control	To provide funding for winter control costs which exceed the amount provided for in the Town's operating budget so as not to adversely impact the current year's operating fund.	• Contribution from the operating fund. • Operating fund surplus. • Unexpected winter control funds.	• Contribution to the operating fund.
Working Funds	To provide working funds to offset outstanding taxes and other receivables and to provide financial flexibility in meeting cash-flow requirements.	• Contribution from the operating fund. • Operating fund surplus.	• Contribution to the operating fund.
WSIB	As a municipal government, the Town is classified as a 'Schedule 2' employer through the Workplace Safety & Insurance Board which means the Town is responsible for the full cost of the accident claims filed by its employees. This reserve is used to fund any claims associated with accidents in the workplace so as not to impact on the operating fund.	• Contribution from the operating fund.	• Contribution to the operating fund.
WSIB Settlement	Receipt of insurance proceeds regarding settlement of an ongoing WSIB claim.	• Interest earned on monthly balances.	• Monthly pension payment to former employee.

Glossary of Terms

Accumulated Surplus/Deficit
The combined amount of net financial resources and non-financial assets, including tangible capital assets; also expressed as the difference between assets and liabilities.

Actual
Actual (as opposed to budgeted) revenues and expenditures.

Amortization
1. The paying off of debt in regular installments over a specified period of time (amortization period).
2. The deduction of capital expenses over a specific period of time, usually the assets' useful life.

Annualization
Amounts from items that were either in the previous year's budget for only part of the year and need to be in the current budget for a full year, or were one-time items in the previous year that need to be removed in the current year.

Appropriation
An amount of money that is used or provided by a government for a specific purpose.

Assessment
An estimate of property value as determined by the Municipal Property Assessment Corporation (MPAC) which is used as a basis for levying property taxes for municipal, regional, and educational purposes.

Approved Budget
The final budget passed by Council.

Assessment Review Board (ARB)
An independent, adjudicative tribunal whose main function is to hear complaints from people who believe that properties are incorrectly assessed or classified.

Balanced Budget
A budget in which revenues are equal to expenditures.

Bank of Canada
Canada's central bank that is responsible for monetary policy, bank notes and currency. The Bank of Canada promotes the economic and financial well-being of Canada.

Base Budget
The financial resources that are required to maintain services at the level provided in the previous year's approved budget.

Budget
A financial operation plan containing an approved expenditures estimate for a given period (usually a fiscal year) and the approved means of financing them.

Capital
The word "capital" has a specific meaning in the municipal context: it is used to describe the capital fund transactions, including both long-term expenditures and long-term financing.

Capital Budget
The budget that provides for the funding of the Town's expenditures on capital assets.

Capital Expenditures
Monies spent for replacement, renovation or maintenance of assets, the benefits of which could spread over several years.

Capital Projects
Project values worth more than $10,000 with expenditure benefits lasting several years.

Capital Provision
A per unit amount (which is an addition to the development charges payable pursuant to By-law 053-2016) on residential unit types to be paid by each of the Landowners for the provision of those Municipal Capital Facilities which are not recoverable from development charges.

Glossary of Terms

Capital Surcharge
Each capital project included in the current year budget and nine year forecast will be charged a surcharge of 1.75% of the total budgeted cost of the project, excluding internal transfers. There will be a recovery in the operating budget under general government equal to the total amount of the surcharge, to offset administrative costs for administering the capital project.

Consumer Price Index (CPI)
A statistical estimate that measures changes in the price level of consumer goods and services purchased by households.

Contractual Change
Costs to maintain existing service levels and quantities; includes items such as inflationary adjustments, contractual obligations, legislative requirements, and user fee increases. Contractual changes are typically non-discretionary. See also “Status Quo” on page 393.

DBIA
Downtown Business Improvement Area.

Debentures
A form of unsecured debt financing utilized by the municipality.

Debt Servicing
The repayment of interest and principal to external creditors.

Deficit
Excess expenditures over revenues.

Development Charge
Provides for the recovery of growth related capital expenditures from new development. The current Development Charge By-law provides for the growth-related capital cost recovery for ten service components: roads, fire, library, transit, administration, parks, recreation, parking, other transportation and area-specific charges for storm water management monitoring.

Dividend
The distribution of a portion of a company’s earning, as decided by the company’s board of directors, given to shareholders.

Expenditure
The disbursement of appropriated funds to purchase goods and/or services.

Fiscal Year
The period used for calculating yearly financial statements. The Town of Milton’s fiscal year is from January 1 to December 31.

Forecast
The projection of revenues and expenditures for future years.

Full-Time Equivalents (FTE)
A measure of authorized positions, indicating the percentage of time a position, or group of positions, is funded.

Fund Accounting
Self balancing set of accounts that shows how money is spent rather than how much profit was earned. Primarily used in nonprofit organizations and in the public sector.

Geographic Information System (GIS)
Integrates hardware, software, and data for capturing, managing, analyzing and displaying geographic information in order to reveal relationships, patterns and trends in an increasingly interconnected world.

Gross Domestic Product (GDP)
The market value of goods and services produced within a country in a given period.

Gross Expenditures
Total expenditures of the Town prior to the netting of any revenues and/or recoveries.

Gross Value
The value before any deductions (i.e. debts, charitable contributions, etc).

Glossary of Terms

Growth/Volume Change
Growth/volume changes are characterized as operating impacts that result from changes in the quantity of services used or provided.

HST
Harmonized Sales Tax levied by the Federal Government at a combined rate of 13% of the value of applicable goods and services.

HVAC
Heating, ventilation and air-conditioning system.

ICI
Industrial Commercial Institutional.

Inflation
A rise in the price levels caused by general economic activity and growth.

Infrastructure
The system of public works in the Town, consisting of immovable physical assets that deliver an essential public service.

LEED
Leadership in Energy and Environmental Design.

Levy (Tax)
The amount of property tax, in dollars, which is paid by the Town's taxpayers.

Municipal Property Assessment Corporation (MPAC)
An independent body, established by the Ontario Property Assessment Corporation Act, 1997, that administers a uniform, province-wide property assessment system based on current value assessment in accordance with the provisions of the Assessment Act.

Median
A type of average used to find the middle number in a sorted list.

Municipal Price Index
The rate of inflation constructed by the Town of Milton to ensure that the value of goods and services in the annual budget are adjusted appropriately to reflect the business and services that are provided. This approach mitigates restrictions from using only one index such as the Consumer Price Index (CPI).

Net Cost
The true cost or the total cost of buying an asset less the income it generates.

Net Expenditure
Expenditures of the Town after any external revenues and/or recoveries.

Ontario Municipal Board (OMB)
A provincial judicial board that provides a forum to appeal planning decisions made by the Town.

Operating Budget
The budget that provides various departments with funding for their annual recurring operating costs. Compared to the capital budget, items funded in the operating budget do not give rise to assets that are expected to provide benefits over several years.

Operating Expenditure
A category of costs that the Town incurs as a result of normal operations such as salaries and benefits, purchased goods, insurance, legal, etc.

Overnight Rate
The interest rate that large banks use to borrow and lend from one another.

Public Sector Accounting Board (PSAB)
The Public Sector Accounting Board serves the public interest by setting standards and providing guidance for financial and other performance information reported by the public sector.

Real Gross Domestic Product
A measure of economy adjusted for price changes such as inflation.

Glossary of Terms

Reserve
An allocation of accumulated net revenue that is established by Council for a particular purpose. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of the reserve fund. Interest earned on the invested earnings is reported as operating fund earnings and not accumulated in the reserve.

Reserve Fund
An allocation of accumulated net revenue, similar to a reserve. Reserve fund assets are segregated and restricted to meet a specific purpose.

Revenue
Income received by the Town for the fiscal year. Includes items such as tax revenues, user fees, and transfers from reserves.

Service Level Change
Service level changes are the operating impacts resulting from the introduction of a service that is new to the Town, the reduction/elimination of an existing service or where a capital project requires an expanded or incremental use of a service or asset.

Slot Revenue
Revenue received from the Ontario Lottery and Gaming Corporation.

Status Quo
Status Quo is characterized as operating impacts resulting from changes in the price of services used or provided service while maintaining existing service levels and quantities. See also “Contractual Change” on page 391.

Strategic Plan
A document outlining long-term goals, critical issues, and action plans which will increase the organizations effectiveness in attaining its mission, priorities, goals and objectives.

Supplementary Taxes
Property taxes collected on new assessment not previously identified by the Municipal Property Assessment Corporation (MPAC) within the current year.

Sustainable Halton
Sustainable Halton is Halton Region’s Growth Management and Land Use Response to the Province Places to Grow Plan, the Provincial Policy Statements and the Greenbelt Plan.

Surplus
Excess revenue over expenditures.

Transfer from Reserves
Transfers from Town reserves and reserve funds to cover the cost of current operating expenses or to fund capital.

User Fees and Service Charges
Fees paid by individuals or organizations to the Town for the use of Town facilities or for the provision of municipal services.