The annual budget is a strategic planning document whereby the limited financial resources of the Town are allocated to various programs and services to achieve the Town of Milton's priorities and reflects the needs of residents. The budget establishes service levels, program offerings, replacement schedules as well as capital improvements, and determines the amount of taxes to be collected from residents and businesses. The Town of Milton's 2012 Capital and Operating Budgets provide a balance between the service demands of a fast growing community and maintaining the economic stability of the Town's fiscal strength while minimizing the tax impact on ratepayers.

Milton is a unique and diverse community that continues to grow at a rapid pace. Balancing the need to provide core services to an expanding population with the desire to pursue new opportunities presents a challenge due to limited revenue sources. Town staff have endeavoured to maximize other sources of revenues to support the Town's history of maintaining low tax rates through a strong pay for service and growth pays for growth philosophy. Where appropriate, service fees and charges have been introduced or increased and services have been aligned with the needs of the growing community.

Other pressures facing the Town include inflation, high energy costs, increasing costs for winter maintenance and fire protection, expansion of the transit service and operating costs associated with new facilities. Multi-year financial planning incorporated into the budget ensures current and future impacts associated with decisions are understood and identified.

Staff continue to be conscious of Council’s desire to limit the impact of growth on taxpayers and mitigate the impact on the tax levy wherever possible. Through the budget, Council and staff have the ability to meet the needs and expectations of the community.
2012 - Approved Budget - Corporation of the Town of Milton

Budget Timeline

2012

May 2011
- Public Input

June 2011
- Council Direction

September 2011
- Budget Preparation

October 2011
- Senior Management Review

December 2011
- Budget Committee Review

December 2011
- Council Approval
The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Town of Milton, Ontario for its annual budget for the fiscal year beginning January 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.
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<td>Department Summary</td>
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<tr>
<td><strong>RESERVES AND RESERVE FUNDS</strong></td>
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<td>Glossary of Terms</td>
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Executive Summary

Introduction

The Town of Milton delivers a wide variety of programs and services to local residents and businesses ensuring residents enjoy a high standard of living. Milton is a dynamic community that continues to experience tremendous growth.

This challenge is addressed annually through budget deliberations as Council decides on the overall level of services and the types of programs, infrastructure and long-term investments necessary to support a growing community while preserving a valued lifestyle affordable to Miltonians.

The Town’s approved budget results in a general tax increase of 4.50% for residents in the community. This, combined with a 2.21% decrease in the urban tax levy, results in an overall 3.39% tax rate increase for residents within the urban boundary. The general tax levy is applied to all properties within the Town of Milton while the urban tax levy is an additional tax levy applied to residents within the urban boundary.

The urban tax levy applies to 87% of the properties in the community. When combined with the Library’s approved 5.57% increase, the Region’s approved 1.1% increase and an estimated 0% Educational increase, the overall impact results in a general tax increase of 2.12% and 1.93% for the urban service area.

Responding to Priorities

The Town of Milton’s strategic plan, labeled Destiny Milton 2, directly influences the financial and strategic management of the Town while the annual budget apportions the financial resources for the programs and services needed to support the goals within the strategic plan. The budget document and financing strategies utilized in the preparation of the annual budget are designed to achieve the “responsible, cost effective and accountable local government” goal identified in Destiny Milton 2. This goal is achieved through the encouragement of public input and feedback through a public meeting and survey process where residents are invited to provide input into the budget priorities and process. In addition, the document presents a fiscally responsible and balanced operating and capital budget that is made readily available to the public.

The 2012 approved Capital and Operating Budget represents a combined gross investment of $121.72 million in the community. Council provided clear direction through the Budget Call report, CORS-039-11, to deliver a budget that kept taxes reasonable and maintained services. The approved budget at 4.50% is below Council’s target of a 5% general tax rate increase. For residents within the urban boundary, the tax rate increase is 3.39%. The budget includes a full year of operating revenues and expenses for the facilities opened in 2011 as well as service levels identified as desirable by the community including increased Fire Department staffing, enhanced park maintenance and expanded recreational programs. The approved budget also continues to provide dedicated funding to the Milton Hospital Reserve Fund for the exclusive purpose of funding the Town portion of the local share for the redevelopment and expansion of the Milton District Hospital.
Executive Summary

Funding for Programs and Services

The Town of Milton has limited sources of revenue available to pay for services and a significant portion of the Town’s revenues do not increase at the same rate as expenditures. As such, the Town must diligently pursue cost efficiencies and maximize non-tax revenue sources. The majority of the combined budget is funded from various non-tax revenue sources as illustrated in the following graph while only 37.6% is directly funded from property taxation revenue.

Capital and Operating Budget Funding Sources

The approved capital budget, for the Town and Library combined, includes a total of 104 projects worth $36.19 million. It represents a significant investment in the development and rehabilitation of capital infrastructure and associated studies to support the provision of services to the current and future citizens of the Town of Milton. Of the total approved program, nearly $27 million is to service growth in the expanding community while the balance of the budget is for the rehabilitation and/or replacement of existing infrastructure. A significant portion of the capital program, 63.8% is funded from external revenue sources, 17.2% is funded from reserve and reserve funds, 8.0% is funded from GTA Pooling and Milton Hydro dividend, 7.1% is funded from tax-supported debentures, while only 3.9% is funded from the general tax levy. The following table highlights the major projects included in the 2012 capital program.

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Total Cost</th>
<th>Major Funding Sources</th>
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<tbody>
<tr>
<td>Community Park Detailed Development</td>
<td>$3,758,783</td>
<td>Development Charges</td>
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<tr>
<td>Headquarters / Fire Station 3</td>
<td>$2,924,014</td>
<td>Grants, Development Charge Debt</td>
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<tr>
<td>CPR Pedestrian Bridge</td>
<td>$2,835,313</td>
<td>Development Charges</td>
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<td>Main St Grade Separation</td>
<td>$1,987,262</td>
<td>Development Charges, Federal Gas Tax</td>
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<td>MSC Gymnastics Facility Expansion</td>
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<td>Lower Base Line (RR25 to 4th Ln &amp; Bridge Rep.)</td>
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<td>Federal Gas Tax, Recoveries</td>
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<td>Asphalt Overlay Program</td>
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<td>Slots Reserve Fund</td>
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<td>Sundry Land Acquisitions</td>
<td>$1,383,597</td>
<td>Debentures</td>
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<tr>
<td>Transit Bus</td>
<td>$1,374,625</td>
<td>Slots Reserve Fund, Capital Provision</td>
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<td>Main Street (James Snow Pkwy to 5th Line)</td>
<td>$1,267,690</td>
<td>Development Charges</td>
</tr>
<tr>
<td>Total Cost</td>
<td>$20,735,556</td>
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</tr>
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</table>
Executive Summary

Operating Budget

Gross expenditures approved in the Operating Budget are $85.53 million, of which $35.92 million or 42% is funded from the property tax levy. The approved 2012 Operating Budget maintains existing service levels and extends those services to the growing community while accommodating for inflationary impacts. It includes a full year of costs and revenues associated with the new facilities opened in 2011– the Milton Centre for the Arts, the new Main Library and the expansion of the Milton Sports Centre. Enhancements to service levels identified as desirable by the community have been incorporated into the budget as well, including an increase in staffing in the Fire Department, enhanced park maintenance, expanded recreational programs and extended operating hours at Libraries.

The approved budget results in an overall general tax increase of 2.12% and 1.93% for the urban service area when combined with the Region's approved 1.1% increase and an estimated 0% Educational increase.

The following table illustrates the tax impact per $100,000 of a property's assessed value at the approved Town general tax increase of 4.50% for residents in the community and 3.39% for residents within the urban boundary, an approved increase of 5.57% for the Library, an approved Regional increase of 1.1%, GTA Pooling tax shift of 1.27% and a 0% Educational increase.
### Executive Summary: Capital Fund Statements

#### Gross Expenditures by Department

<table>
<thead>
<tr>
<th>Department</th>
<th>2012</th>
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<tr>
<td>Executive Services</td>
<td>$1,530,118</td>
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<td>Corporate Services</td>
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<td>Community Services</td>
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<td>Engineering</td>
<td>14,897,302</td>
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<td>Planning and Development</td>
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<td>Fire</td>
<td>194,758</td>
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<tr>
<td>Library</td>
<td>408,626</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$36,188,822</strong></td>
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#### Sources of Funding

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<th>Source</th>
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<tr>
<td>Contribution From Operating</td>
<td>$1,406,320</td>
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<td>Hydro Dividend</td>
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<td>Contribution From Reserves/Reserve Funds</td>
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<td>Recoveries and Donations</td>
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<td>Grants/Subsidies</td>
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<td>Debentures</td>
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<td>GTA Pooling</td>
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<td>Capital Provision Funding</td>
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<td>Development Charge Funding</td>
<td>16,328,627</td>
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<td><strong>Total Financing</strong></td>
<td><strong>$36,188,822</strong></td>
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### Executive Summary: Operating Fund Statements

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<tr>
<td><strong>EXPENDITURES</strong></td>
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<td></td>
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<tr>
<td>Mayor &amp; Council</td>
<td>$419,488</td>
<td>$471,940</td>
<td>$472,061</td>
<td>$567</td>
<td>$472,628</td>
<td>$320</td>
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<td>$472,948</td>
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<td>Executive Services</td>
<td>$2,910,022</td>
<td>$3,326,512</td>
<td>$3,103,078</td>
<td>(102,178)</td>
<td>$3,210,900</td>
<td>86,651</td>
<td>30,000</td>
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<td>$6,331,350</td>
<td>$6,332,635</td>
<td>219,753</td>
<td>$6,552,388</td>
<td>234,548</td>
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<td>$6,786,936</td>
<td>7.2%</td>
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<td>General Government</td>
<td>$25,825,733</td>
<td>$19,169,402</td>
<td>$19,820,760</td>
<td>701,171</td>
<td>$19,521,931</td>
<td>177,335</td>
<td></td>
<td>$19,699,266</td>
<td>4.7%</td>
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<td>Engineering Services</td>
<td>$16,955,833</td>
<td>$19,474,172</td>
<td>$19,706,219</td>
<td>20,376,262</td>
<td>$19,694,551</td>
<td>866,572</td>
<td></td>
<td>$21,243,914</td>
<td>7.8%</td>
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<td>Community Services</td>
<td>$9,799,030</td>
<td>$13,221,693</td>
<td>$13,104,795</td>
<td>350,255</td>
<td>$13,455,050</td>
<td>506,298</td>
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<td>$15,374,038</td>
<td>17.3%</td>
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<td>Planning &amp; Development</td>
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<td>$7,006,132</td>
<td>$7,115,433</td>
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<td>7,155,433</td>
<td>21,160</td>
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<td>$7,621,477</td>
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<td>Fire Department</td>
<td>$5,983,210</td>
<td>$6,751,652</td>
<td>$6,679,960</td>
<td></td>
<td>$6,984,755</td>
<td>28,796</td>
<td></td>
<td>$7,041,823</td>
<td>5.4%</td>
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<td><strong>SUBTOTAL TOWN OF MILTON</strong></td>
<td>$75,648,745</td>
<td>$75,752,853</td>
<td>$75,438,285</td>
<td>$2,251,062</td>
<td>$77,689,347</td>
<td>3,869,916</td>
<td>8,690</td>
<td>$81,567,954</td>
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<td>Library</td>
<td>$3,585,440</td>
<td>$3,408,254</td>
<td>$3,411,347</td>
<td>165,655</td>
<td>$3,577,002</td>
<td>103,454</td>
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<td>$3,763,669</td>
<td>10.3%</td>
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<td>DBIA</td>
<td>$197,518</td>
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<td>$194,497</td>
<td>103,103</td>
<td>$198,600</td>
<td></td>
<td></td>
<td>$198,600</td>
<td>2.1%</td>
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<td><strong>SUBTOTAL LIBRARY &amp; DBIA</strong></td>
<td>$3,782,957</td>
<td>$3,602,754</td>
<td>$3,605,844</td>
<td>169,758</td>
<td>$3,775,602</td>
<td>103,454</td>
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<td>$3,962,269</td>
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<td>$(13,470)</td>
<td>$(14,784)</td>
<td>$(14,784)</td>
<td>-</td>
<td>$(14,784)</td>
<td>-</td>
<td>$14,784</td>
<td>$(14,784)</td>
<td>0.0%</td>
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<td>Executive Services</td>
<td>$(923,986)</td>
<td>$(610,619)</td>
<td>$(610,619)</td>
<td>$(10,658)</td>
<td>$(612,277)</td>
<td>$(41,120)</td>
<td>$(662,397)</td>
<td>$(2,530,848)</td>
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<td>Corporate Services</td>
<td>$(4,571,931)</td>
<td>$(2,576,058)</td>
<td>$(2,503,937)</td>
<td>$(107,208)</td>
<td>$(2,611,145)</td>
<td>80,297</td>
<td></td>
<td>$(19,709,133)</td>
<td>3.3%</td>
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<td>General Government</td>
<td>$(24,563,602)</td>
<td>$(19,371,676)</td>
<td>$(19,084,650)</td>
<td>$(588,843)</td>
<td>$(19,673,493)</td>
<td>$(35,640)</td>
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<td>$(19,930,851)</td>
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<td>Engineering Services</td>
<td>$(7,281,983)</td>
<td>$(8,168,915)</td>
<td>$(8,878,819)</td>
<td>$(254,414)</td>
<td>$(9,133,233)</td>
<td>$(173,618)</td>
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<td>$(9,306,452)</td>
<td>21.1%</td>
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<tr>
<td>Community Services</td>
<td>$(6,735,619)</td>
<td>$(8,362,312)</td>
<td>$(8,129,640)</td>
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<td>$(1,341,913)</td>
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<td>Planning &amp; Development</td>
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<td>$(6,411,450)</td>
<td>$(23,211)</td>
<td>$(6,434,611)</td>
<td>$(471,791)</td>
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<td>$(6,906,452)</td>
<td>9.3%</td>
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<tr>
<td>Fire Department</td>
<td>$(199,799)</td>
<td>$(192,052)</td>
<td>$(179,552)</td>
<td>$(843)</td>
<td>$(180,395)</td>
<td>$(15,796)</td>
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<td>$(196,191)</td>
<td>9.3%</td>
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<td><strong>SUBTOTAL TOWN OF MILTON</strong></td>
<td>$(49,641,057)</td>
<td>$(46,354,860)</td>
<td>$(45,813,451)</td>
<td>$(1,354,651)</td>
<td>$(47,168,102)</td>
<td>$(1,999,581)</td>
<td>$(3,074)</td>
<td>$(49,170,757)</td>
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<td>Library</td>
<td>$(843,676)</td>
<td>$(204,341)</td>
<td>$(203,361)</td>
<td>$(21,442)</td>
<td>$(224,803)</td>
<td>$(13,386,00)</td>
<td>$(238,189)</td>
<td>$(198,600)</td>
<td>2.1%</td>
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<td>DBIA</td>
<td>$(197,518)</td>
<td>$(194,500)</td>
<td>$(194,500)</td>
<td>$(4,100)</td>
<td>$(198,600)</td>
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<td></td>
<td>$(198,600)</td>
<td>2.1%</td>
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<td><strong>SUBTOTAL LIBRARY &amp; DBIA</strong></td>
<td>$(1,041,193)</td>
<td>$(398,841)</td>
<td>$(397,861)</td>
<td>$(25,542)</td>
<td>$(423,403)</td>
<td>$(13,386)</td>
<td>$(436,789)</td>
<td>$(49,607,546)</td>
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<td><strong>TOTAL REVENUE</strong></td>
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<td>$(49,607,546)</td>
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<td><strong>TOTAL LEVY REQUIREMENTS</strong></td>
<td>$28,749,452</td>
<td>$32,601,907</td>
<td>$32,832,817</td>
<td>$1,040,628</td>
<td>$33,873,445</td>
<td>$1,960,403</td>
<td>$88,830</td>
<td>$35,922,677</td>
<td>9.4%</td>
</tr>
</tbody>
</table>
### Executive Summary: Reserve and Reserve Fund Statements

#### Total Reserves

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Total Reserves</td>
<td>25,914,463</td>
<td>26,296,808</td>
<td>-</td>
<td>-</td>
<td>9,125,890</td>
<td>1,030,215</td>
<td>522,585</td>
<td>(6,813,874)</td>
<td>(2,543,109)</td>
<td>-</td>
<td>27,618,515</td>
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<td>Total Reserve Funds</td>
<td>23,657,550</td>
<td>19,633,544</td>
<td>604,077</td>
<td>915,723</td>
<td>7,832,857</td>
<td>-</td>
<td>(6,217,540)</td>
<td>(1,608,311)</td>
<td>(614,969)</td>
<td>20,545,380</td>
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<tr>
<td>Total Capital Provision and Dev. Charges*</td>
<td>21,223,006</td>
<td>7,374,104</td>
<td>164,383</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>38,645,489</td>
<td>(17,600,933)</td>
<td>-</td>
<td>(1,632,130)</td>
<td>26,950,913</td>
</tr>
</tbody>
</table>

* excluding cashflow assistance
Introduction: Community Profile

Milton: Engaging, balanced and connected

Introduction

Milton is one of the most unique communities in Ontario, if not Canada. Milton’s recent growth and distinction as “Canada’s Fastest Growing Community” are well known; however, Milton has evolved into one of the most educated, diverse and blossoming communities in Canada. Milton is the only community in Ontario with top 10 standings, in five distinct categories: Growth, Median Age, Median Age of Labour Force, Education Attainment and Income.

Unlike the rest of the province, Milton is getting younger. Milton holds the distinction of being the second youngest community in the Greater Toronto Area with a median age of 34.4 years. Milton residents feel strongly about education attainment and our population is comparable to such affluent communities as Oakville and Richmond Hill and innovative regions with universities such as Waterloo and Ottawa.

Milton’s population is also becoming more diverse. Visible minorities now comprise nearly one fifth of Town residents. These significant differences in demographics are due primarily to the internal migration of young professionals for education, Milton’s proximity to the GTA and establishing a permanent home in a community with a high standard of living – a pattern predominantly seen around large urban centres.

Highly skilled and educated workers seek innovative companies and opportunities professionally but also a high quality of life including outdoor activities and arts and culture. In a 2011 report prepared by Halton Region, a large majority of Milton residents rate the quality of life as high. As much as 97% of Milton residents feel the quality of life is very good or good. In the past three years, 29% of residents indicate the quality of life in Milton has improved and 44% think the quality of life will improve in the next three years. Milton’s population is younger, more educated, more diverse and more dynamic than it has ever been! Our residents are people who power innovation and growth. Milton residents are the base for the Town’s future economic development.

The influx of highly skilled educated people has caused tremendous residential growth in Milton over the last several years. Not to be overlooked industrial and commercial developments have kept pace allowing the Town to establish a balanced growth ratio of residential vs. non-residential assessment. This trend has led Milton to have amongst the lowest residential and business property taxes in the Greater Toronto Area.

These strong fundamentals of a highly skilled, growing population and the availability of outstanding industrial land put Milton in an advantageous position now and in the future.

“Highly skilled and educated workers seek innovative companies and opportunities professionally but also a high quality of life including outdoor activities and arts and culture.”
Milton’s Opportunities/Competitive Advantages

The Town of Milton is well positioned for economic development and growth in its business community. The Town of Milton’s opportunities and advantages include:

- 240 Hectares of Shovel-Ready Employment Lands, which represents 40% of the total supply in Halton Region.
- Over the past decade, Milton has averaged the most employment lands absorption within the Halton Region with 33 hectares annually.
- Derry Green Corporate Business Park is especially well-located for employment land and provides a good opportunity to attract higher quality industrial development and potentially significant office space.
- Direct and rapid access to Highway 401 is well suited for goods production and distribution industries.
- Milton is well suited for more prestige employment land, such as major office, flex space and smaller industrial multiples with an office component.
- Milton has competitive industrial land prices relative to the rest of the GTA.
- Milton holds AAA credit rating (through the Halton Region), while minimizing financial impact on taxpayers.
Introduction: Community Profile

Did you know?

Milton has evolved into one of the most educated, diverse and blossoming communities in Canada. Milton is the only community in Ontario with top 10 standings, in five distinct categories: Growth, Median Age, Median Age of Labour Force, Education Attainment and Income.

Land area: 378 square kilometers
Municipally owned land: 39 square kilometers
Population (2012 estimate): 89,994
Population density per sq. km: 217
Population growth (2001-2011): from 31,471 to 84,362, 168% increase
Forecasted growth for (2012-2021): 81,087 or 98%
Total population forecast for 2021: 165,449
Number of households: 27,410
*Age of population (by age groups):
  0-19 – 25%
  20-64 – 66%
  65+ - 9%
*Average household income: $110, 597
*Average value of dwelling: $364, 417
*Milton has the third lowest percentage of property taxes in Ontario relation to household income: 2.9%
* Milton is the fastest growing municipality in Ontario – (37% growth from 2006-2010)
*Source: BMA Management Consulting Inc. Municipal Study 2010
Introduction: Community Profile

Travel To and From Milton

Highway 401 bisects Milton. Much of Milton’s premier industrial and commercial land fronts on the 401. Its six lanes carry more than 120,000 vehicles daily through Toronto, east to Montreal and west to Windsor/Detroit. Highway 407, an electronic toll road, effectively bypasses Toronto congestion to the east and swings south and west to connect with Highway 403 to Hamilton and the Queen Elizabeth Way (QEW), and the QEW with Niagara Falls and Buffalo. The other local highway in the area is Regional Road 25 which runs south to Oakville and Burlington and north to Halton Hills, Guelph and Acton.

Toronto’s Pearson International Airport is within easy access of Milton via Highway 401. Pearson International Airport is Canada’s largest, serving 65 airlines and 25 million passengers annually. Also nearby the Hamilton International Airport and the Region of Waterloo International Airport are located 45 minutes southwest and west of Milton. Both airports offer a wide range of commercial flight options. Burlington AirPark is Milton’s closest airfield and serves private and smaller single and twin-engine aircraft.

Both national rail lines, Canadian National and Canadian Pacific, serve Milton with direct freight spurs available on selected land parcels. CP’s Expressway Intermodal rail freight terminal is located in Milton and offers national and cross-border truck and rail service. The Town is fully serviced by GO transit, a commuter rail service to Toronto’s Union Station. From Union Station, passengers can seek rail transit to all of Canada and the United States through rail service.

Milton has ready access to deep water ports in Hamilton and Toronto for cargo shipments. These nearby deep water ports allow for easy shipments and access to the Great Lakes and the St. Lawrence Seaway systems.
Introduction: Community Profile

Move More, Milton!

Parkland
Parks, open space, trails and bikeways are plentiful in Milton where residents can walk, hike and play, while enjoying the great outdoors. Milton parks have a wide range of amenities.

As part of its commitment to environmental leadership, the Town of Milton strives to provide ample green space and trees, maintain its existing woodlots, and plant new street trees.

Recreation Programs and Facilities
The Town of Milton offers a wide range of recreational activities and programs for all ages, including fitness, sports, aquatics, recreational swimming and skating, and general interest programs.

The Town’s full-featured facilities offer ice rinks, indoor and outdoor swimming pools, a fitness studio and weight room, a Seniors Activity Centre, and community halls. The expansion to the Milton Sports Centre is now complete and includes two new ice rinks and seating, elevated walking track, double gymnasium, a pool with seating, multi-purpose space and expanded concession area.

Recreation choices for everyone
- Soccer fields and ball diamonds
- Tennis, multi-use and beach volleyball courts
- Skate park and freestyle BMX facility
- Playgrounds, spray pads and outdoor swimming pool
- Hiking and biking on trails

Arts and Culture
The Milton Centre for the Arts (MCA) is the community’s cornerstone for creativity. Ignite your imagination in this unique, state-of-the-art facility offering exciting performing, visual, media and literary arts experiences for all ages.

The MCA includes a 30,000 square foot central library, a 500-seat performing arts theatre, and a 24,000 square foot visual arts centre with gallery, exhibition space, art studios and community multi-purpose rooms.
Introduction: Community Profile

**Milton Education Village**

The Town of Milton is actively engaged in a project called the Milton Education Village (MEV), with the goal of bringing a university campus to Milton. The MEV is a partnership between the Town of Milton, Wilfrid Laurier University, Sheridan College, Mattamy Homes, Del Ridge Investments, Milton Hydro, and Milton Land Four Investments.

The Town and Wilfrid Laurier University have signed a memorandum of understanding with the intent of working together to develop plans and seek funding for a satellite campus in Milton. The MEV will be a comprehensively planned 400-acre integrated neighbourhood.

**MEV will feature:**

- A university campus with the capacity to serve between 10,000 and 15,000 students.
- Fully featured student housing and residential developments.
- A research and business park that emphasizes hi-tech, cleantech and green industry.
- Supporting commercial services.
Introduction: Organizational Structure

Town Council

Town Council, consisting of the Mayor and ten (10) Councillors representing eight (8) wards, is the governing body of the Town of Milton. Milton residents elect members of Council for a four year term of office.

Council makes many decisions regarding policy, by-laws, and pertinent issues. Council also makes decisions on the recommendations of the Town of Milton’s two (2) Standing Committees of Council: Administration and Planning Committee and the Community Services Advisory Committee.

In October 2010, the first election was held with the ward boundaries approved by Council in March 2009. This new boundary structure addressed population changes in the community over the last decade and resulted in ten (10) Councillors representing eight (8) wards. The previous ward boundaries consisted of four (4) wards represented by ten (10) Councillors.

Council is responsible for:

- Matters requiring policy direction
- By-Laws or By-Law Amendments
- Responses or actions to pertinent issues
- Decisions on the recommendations of the Town of Milton’s two Standing Committees
Introduction: Organizational Structure

Town Hall

Milton Council

Electorate

Chief Administrative Officer

Mayor

Gordon Krantz

Mario Belvedere

Director of Community Services

Jennifer Reynolds

Director of Engineering Services

Paul Cripps

Director of Corporate Services/Treasurer

Linda Leeds

Director of Planning and Development

Bill Mann

Fire Chief

Brian Ellsworth
Introduction: Organizational Structure

Organizational Structure

Citizens

Mayor and Members of Council

Chief Administrative Officer

Executive Services
- Office of the Mayor and CAO
- Economic Development
- Town Clerk

Corporate Services
- Human Resources
- Information Technology
- Purchasing
- Finance & Accounting
- Taxation

Engineering Services
- Infrastructure Management
- Development Engineering
- Operations
- Transit

Community Services
- Parks & Open Space
- Facility Services
- Community Programs
- Cultural Services

Planning & Development
- Policy Planning
- Development Review
- Building Services

Fire and Emergency Services
- Fire Fighting
- Communications
- Fire Stations
Introduction: Vision Statement

Milton: Engaging, Balanced, Connected

Council of the Town of Milton approved Destiny Milton 2: Shaping Our Future in June, 2006. This strategic plan is the broad vision for Milton for the next ten years, setting priorities for Milton’s quality of life and service delivery. It guides and provides context for all the short and long-term planning for the Town to ensure that the right services are being delivered to Milton’s growing population. It also provides a framework for Milton’s land use policy through the Official Plan process.

Engaging
- Attractive and pleasing to the mind and eye – a Town defined, in part, by both: Its natural and physical beauty; and Our engaging residents – their caring, friendly, courteous, respectful nature.
- A place with a desirable personality that can attract and hold one’s attention – a Town that is charming, appealing and a model of civility.
- A place that seeks to fully involve people in Town life – an engaged population that contributes to matters of civic interest, enjoys our programs and amenities, participates in our celebrations and fully experiences all that Milton has to offer.
- Genuine, vibrant, safe and secure – a Town that values its roots, embraces diversity and provides for an exceptional quality of life.

Balanced
- In harmony – different aspects of the Town pleasingly combined to create an enriched whole that is greater than the sum of its parts.
- Well planned and provides for an appropriate mix of land uses that contribute to a clearly defined sense of place.
- Characterized by a willingness and ability to exhibit good judgment and prudence – with decisions made in the collective interest of residents and that demonstrate a Town-wide view.
- Meeting the needs of residents of all life-cycle stages and that offers a range of activities to address diverse interests.
- Tradition-based, but not tradition-bound.

Connected
- Safely, effectively and efficiently moving people and goods – and enhancing travel to, from and within the community.
- Prepared for the 21st century – fully maximizing the use of information technology and electronic communication to serve resident, business and community-wide interests.
- Characterized by a shared sense of concern about and pride in our Town – where people choose to join together in common cause.
- Plugged-in to societal trends and issues of the day – an influential contributor to regional and provincial affairs.
Introduction: Vision Statement

Milton: Engaging, Balanced, Connected

On the basis of this vision, five goals have been established to provide the direction and initiatives that are intended to implement the vision.

The Five Goals

1. A responsible, cost effective and accountable local government;
2. Well managed growth, well planned spaces;
3. A safe, liveable and healthy community;
4. A diverse and sustainable economy; and
5. A thriving natural environment.

The Destiny Milton 2 Strategic Plan directly influences the financial management of the Town, and the budget process is the vehicle which allows the delivery of programs needed to support all of the goals within the strategic plan.
Economic Outlook

Economic Climate

The Canadian economy is recovering nicely since the economic downturn in 2008, and in 2011 despite global turmoil, has fared relatively well compared with other G8 nations. But recent disappointing economic indicators and foreign government fiscal challenges have heightened worries of a healthy recovery and painted a picture of sub-par growth.

- Canadian inflation increased in 2011 largely due to higher gasoline and food prices. Despite this increase, the Bank of Canada has maintained interest rates at 1% as it is concerned about potential negative global events that could lead to another global recession.
- Housing starts have rebounded in the second quarter of 2011. They are expected to moderate over the course of the next three quarters.
- In the second quarter of 2011, employment increased to a new record for the total number of people employed in Canada with the most job gains occurring in Alberta and Ontario.
- Economic growth in Canada has unexpectedly slowed in 2011 due to global events such as the fiscal challenges in the United States (U.S.), the earthquake in Japan and the European sovereign debt crisis. Wildfires in Alberta and Northwestern Ontario and flooding in Manitoba have also caused large disruptions to key industrial sectors within each province.

Inflation

Canada’s overall annual inflation rate, measured by the Consumer Price Index (CPI), was at 3.2% in September. Gasoline and food were major contributors to higher inflation. The cost of gasoline increased 22.7% over last year, while prices for food were 4.3% higher. Sharp increases in the cost of gasoline, such as those experienced in the last year, have a significant impact on the Town of Milton’s operating and capital budgets. Fuel prices impact the cost of operating the town’s fleet as well as asphalt prices for capital construction projects.

Ontario’s inflation increased 0.4% in September to an annual rate of 3.4% that is slightly above the national average. The main contributors to the rise in Ontario’s inflation were gasoline, food and insurance premiums, while prices of electricity fell.

Economic Growth - Gross Domestic Product (GDP)

Canadian economic expansion is continuing largely as projected although the expected future demand is slower than previously anticipated. In the recent monetary policy report, the Bank of Canada stated the economic outlook in Canada has weakened, reflecting the substantially downgraded outlook of the global economy. As a result, the bank revised its growth outlook downward for the Canadian economy over the next three quarters, but in the second half of 2012, it forecasts the economy to grow more than previously expected.
Economic Growth - Gross Domestic Product (GDP) continued

The European sovereign debt crisis, an uncertain U.S. economic recovery and a drop in business and consumer confidence has been largely to blame for the downgrade and poses the biggest threat to economic growth in Canada.

The Bank downgraded its Canadian forecast for gross domestic product for this year to 2.1% and its estimate for 2012 to 1.9%, from the previously estimated gains of 2.8% and 2.6% respectively. In the second half of next year, the Bank expects the economy to grow by 2.9%, a revised figure from its July estimate of 2.1%. Recent economic data, indicated the Canadian economy declined 0.1% in the second quarter of 2011, following an increase of 0.9% in the first quarter. The decline was mainly the result of a 2.1% drop in exports due to the Japanese earthquake and tsunami that largely affected the Canadian auto industry.

Ontario’s gross domestic product dipped 0.3% in the second quarter of 2011, which followed seven consecutive quarterly gains. The Ontario Ministry of Finance predicts the third quarter will return to real growth but it acknowledged that growth over the next five years will be slower than originally estimated. Ontario’s economic growth for 2011 and 2012 was revised downwards from 2.7% and 2.5% to 2.3% and 2.1% respectively. Such revision in growth translates into roughly $640 million in lower revenues over two years. Ontario’s government has estimated that it will limit spending growth and it will make additional spending adjustments if risk increases and economic growth continues to slide. The main growth risks include trade imbalances caused by a higher Canadian dollar, uncertainty surrounding the U.S. economy and the European debt concerns. The current provincial budget deficit was revised from $15 billion to $16 billion for the 2011-2012 period. The province is projecting to eliminate the deficit by 2017-18.
Introduction: Economic Outlook

Interest Rates

Lower interest rates are beneficial to Milton as it makes debt more affordable to finance capital projects. The Bank of Canada announced in October that it is maintaining its target for the overnight rate at near historic lows of 1%. It also stated that it will keep rates low for the remainder of this year and well into 2013 before it begins to tighten monetary policy from current levels. The main reason for low rates is that the global economy has slowed and the Bank now expects that the European area will experience a brief recession.

Employment

In the second quarter of 2011, employment increased to a new record for the total number of people employed in Canada. At the end of September, Canada’s unemployment rate dropped 0.6% from the first quarter to 7.1%. Most job gains occurred in Alberta and Ontario primarily in trade services, transportation and warehousing services. Areas affected by layoffs were in agriculture, utilities, and construction.

Government stimulus played an essential role in supporting jobs and boosting the economic activity. Ontario invested $26 billion in infrastructure including nearly 10,000 stimulus projects with the stimulus funding ending in October 2011. The province also created Ontario’s Tax Plan for Jobs and Growth and Open Ontario plan, which contributed to a robust recovery from the downturn and helped to maintain brisk activity in Ontario’s housing market.

Housing

As per the Canadian Mortgage and Housing Corporation (CMHC), housing starts in Canada have rebounded in the second quarter of 2011. They are expected to moderate over the course of the next three quarters. Housing starts are forecasted to be 183,200 units for 2011 and 183,900 units for 2012. Housing resale forecast is 446,700 in 2011 and 458,000 for 2012. The average house price is forecasted to be $367,500 in 2011 with a modest increase in 2012 to $372,400.
Housing continued

In Ontario, existing home sales and starts will reach 191,000 and 62,400 units in 2011, respectively. The average house price is forecast to be $365,400 in 2011 and $372,500 in 2012. As a result of rising home ownership costs and above average investment activity, there will be more demand for row housing, apartment ownership and rental properties for 2011 and 2012. Market estimates that the growth in home prices in Ontario will slow, compared to its long term average, to the general rate of inflation for the remainder of 2011 and into 2012.

The median sale price of residential property in Milton for year to date September 2011 was $416,000, which represents an 18.2% increase over the 2010 median price of $352,000 and 24.6% increase over the 2009 median price of $334,000. Compared to Ontario, Milton’s median price is 13.9% above Ontario’s forecasted average of $365,400 in 2011.

Milton Economic Update

Annual income earned by residents of Milton will total an estimated $2.8 billion in 2011. This translates to $38,328 per capita which is 16% higher than the national average according to FPmarkets – Canadian Demographics 2011, published by the Financial Post. Per capita income is a measure of wealth of the population in a given area or a nation. Higher incomes translate to higher household savings and higher disposable income for the purchase of local goods and services. Household income is an important measure of a municipality’s ability to generate revenue because municipalities depend on the property tax base for a substantial portion of their revenues. The average household income in the Town is projected to be $111,187 for 2011, with 39.5% of Milton households earning greater than $100,000. Total income for Milton residents is projected to increase to $3.5 billion for 2013 and to $4.7 billion for 2016. Estimated discretionary income per household is $31,505 which places the Town of Milton in the top 25 cities with the highest discretionary income per household in Ontario. Discretionary purchases, among other things, include cultural and recreational programs and services that are offered by the Town and represent approximately 14% of the Town’s revenue. Milton’s residential population is forecast to increase to 165,449 in 2021.

As Milton’s population increases, the need for local business grows. The main variable that supplies growth to local economies is consumer spending, which is measured by retail sales data. Total retail sales in Milton for 2011 are estimated to be $882 million which equates to nearly $12,000 per person. The projected sales per capita for 2013 and 2016 are $13,977 and $17,536 respectively. Total retail sales in Milton will more than double by 2016 according to FP Markets.
Milton Economic Update continued

High quality employers, mainly advanced export oriented manufacturing, professional and technical services and business support services, prefer to establish their operations in a geographical area where the majority of the working population has some sort of higher education. As of 2011, 30% of Milton’s population, who are 25 years of age or older, have some University education, compared with Ontario's average of 28%. Milton's commitment to develop the Milton Education Village should result in an increase in the average education level of the Town's population and in turn, further attract higher quality employers to the region.

The Investment Readiness and Competitiveness Study Phase 1, 2011, indicates that between 2001 and 2010 Milton has averaged 33 net hectares of employment lands absorption annually; the most within the Halton Region. Maintaining a supply of vacant employment lands is crucial for Milton, but even more important is having a supply of shovel-ready employment lands. Shovel-ready lands are developed lands with existing water, storm water and roads. Such lands allow for new or existing non-residential development opportunities and are a key tool for economic development. At the end of 2010, Milton had 240 hectares of shovel-ready lands. This represents 40% of the total supply of shovel-ready lands in the entire Halton Region.

The anticipated growth in residential units and industrial/commercial/institutional (ICI) square footage has a substantial impact on the Town’s bottom line. Growth in the community directly affects the assessment base of the Town of Milton and future property tax revenues.

The growth forecast for the period 2010-2021, completed by Watson and Associates, indicated that growth in the Town of Milton will continue to increase with housing growth averaging at 2,800 units and 2.6 million square feet of non-residential gross floor area (GFA) annually. Non-residential growth is forecast to reach 67,694 employees, an increase of 35,929 employees, between 2011 and 2021.

At the end of September, 1,359 residential and 96 business entities permits have been issued with a total construction value of $259,335,899. The 2011 year end projection for new homes is 1,812 units.

References:
2. The Bank of Canada, 2011
3. Ontario Ministry of Finance, 2011
4. Canadian Mortgage and Housing Corp. (CMHC), 2011
5. Financial Post Markets - Canadian Demographics, 2011
7. Investment Readiness and Competitive Study Phase 1, 2011 - (Halton Region Report No. CS-33-11)
8. Town of Milton, Planning Department, September 2011
9. Oakville-Milton & Toronto Real Estate Boards, September 2011
# Introduction: Key Indicators and Trends

## Key Indicators and Trends

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009*</th>
<th>2010*</th>
<th>2011</th>
<th>2012 Budget</th>
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<tr>
<td><strong>Capital Budget Gross Expenses</strong></td>
<td>$55,236,158</td>
<td>$27,580,011</td>
<td>$36,586,738</td>
<td>$78,253,167</td>
<td>$85,552,521</td>
<td>$36,188,822</td>
</tr>
<tr>
<td><strong>Capital Budget Growth year / year</strong></td>
<td>39%</td>
<td>-50%</td>
<td>33%</td>
<td>114%</td>
<td>9%</td>
<td>-58%</td>
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<tr>
<td><strong>Operating Budget Gross Expenses</strong></td>
<td>$44,920,643</td>
<td>$59,128,547</td>
<td>$65,015,368</td>
<td>$70,728,535</td>
<td>$79,044,154</td>
<td>$85,530,223</td>
</tr>
<tr>
<td><strong>Operating Budget Growth year / year</strong></td>
<td>12%</td>
<td>13%</td>
<td>10%</td>
<td>9%</td>
<td>12%</td>
<td>8%</td>
</tr>
<tr>
<td><strong>% of Town Operating Expenses funded from tax levy</strong></td>
<td>41%</td>
<td>43%</td>
<td>39%</td>
<td>40%</td>
<td>42%</td>
<td>42%</td>
</tr>
<tr>
<td><strong>Residential Building Permits (Actual Issued)</strong></td>
<td>1,724</td>
<td>2,878</td>
<td>1,766</td>
<td>1,418</td>
<td>1,893</td>
<td>2,710 (estimate)</td>
</tr>
<tr>
<td><strong>Square feet of ICI growth (Actual)</strong></td>
<td>1,967,939</td>
<td>1,811,499</td>
<td>505,727</td>
<td>1,141,133</td>
<td>261,380</td>
<td>1,386,100 (estimate)</td>
</tr>
<tr>
<td><strong>Town Owned Lane Km’s of Roadways</strong></td>
<td>862</td>
<td>873</td>
<td>915</td>
<td>936</td>
<td>1,008</td>
<td>1,121</td>
</tr>
<tr>
<td><strong>Acres of Developed Parkland Maintained</strong></td>
<td>423.2</td>
<td>426.2</td>
<td>442.8</td>
<td>471.5</td>
<td>539.8</td>
<td>548.2</td>
</tr>
<tr>
<td><strong>Population (as per Growth Forecast)</strong></td>
<td>60,568</td>
<td>65,120</td>
<td>73,440</td>
<td>79,232</td>
<td>84,362</td>
<td>89,994</td>
</tr>
<tr>
<td><strong>Assessment Growth</strong></td>
<td>8.05%</td>
<td>6.5%</td>
<td>8.2%</td>
<td>7.8%</td>
<td>7.35%</td>
<td>4.2%</td>
</tr>
<tr>
<td><strong>General Tax Rate Change</strong></td>
<td>2.23%</td>
<td>6.6%</td>
<td>4.5%</td>
<td>3.24%</td>
<td>4.58%</td>
<td>4.5%</td>
</tr>
<tr>
<td><strong>Rate of Inflation – Consumer Price Index</strong></td>
<td>2.2%</td>
<td>2.3%</td>
<td>0.3%</td>
<td>1.8%</td>
<td>3.2% (September)</td>
<td>2.0% (Bank of Canada)</td>
</tr>
<tr>
<td><strong>Municipal Price Index</strong></td>
<td>4.45%</td>
<td>3.61%</td>
<td>3.14%</td>
<td>2.2%</td>
<td>3.1%</td>
<td>2.5%</td>
</tr>
<tr>
<td><strong>Construction Price Index</strong></td>
<td>6.07%</td>
<td>9.10%</td>
<td>-4.15%</td>
<td>1.6%</td>
<td>3.4% (2 Quarters)</td>
<td>No data available</td>
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Note: Gross Expenditures include Town, Library and DBIA

* Budgeted expenses have been restated for consolidation of transfers to and from reserves.
** Population estimates updated subsequent to budget approval to reflect 2011 Census data.