

# **REGIONAL MUNICIPALITY OF HALTON**

## **FINANCIAL STATEMENTS**

**2007**

Regional Municipality of Halton  
1151 Bronte Road,  
Oakville, Ontario L6M 3L1  
(905) 825-6000  
1-866-442-5866  
[www.halton.ca](http://www.halton.ca)

Issued June 2008

**Halton Regional Council  
2007**

**Regional Chair**

*Gary Carr*

**Regional Councillors**

**Burlington**

*Cam Jackson (Mayor)*  
*Rick Craven*  
*Carol D'Amelio*  
*Jack Dennison*  
*Rick Goldring*  
*John Taylor*  
*Peter Thoem*

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*Gordon Krantz (Mayor)*  
*Colin Best*  
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**Halton Hills**

*Rick Bonnette (Mayor)*  
*Jane Fogal*  
*Clark Somerville*

**Oakville**

*Rob Burton (Mayor)*  
*Tom Adams*  
*Keith Bird*  
*Allan Elgar*  
*Alan Johnston*  
*Jeff Knoll*  
*Fred Oliver/*  
*Cathy Duddeck (Alternate)*

***Halton Region Management Committee***

(as at December 31, 2007)

**Chief Administrative Officer**

*Patrick Moyle*

Commissioner of Corporate Services and Regional Treasurer – *Jane MacCaskill*

Commissioner and Medical Officer of Health – *Dr. Robert Nosal*

Commissioner of Planning and Public Works – *Peter Crockett*

Commissioner of Social and Community Services – *Adelina Urbanski*

Director of Legal Services and Corporate Counsel – *Mark Meneray*

Director of Strategic Planning and Policy – *Richard Cockfield*

Director of Human Resources Services – *John Phelan*

Director of Community Relations – *Carleen Carroll*

# THE REGIONAL MUNICIPALITY OF HALTON

## 2007 FINANCIAL STATEMENTS

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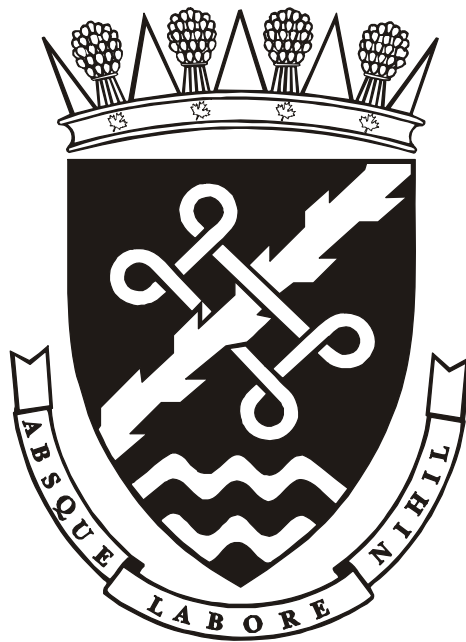
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# FINANCIAL STATEMENTS

2007



## Halton Region

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**Approved by Council on June 11, 2008**

## MANAGEMENT REPORT

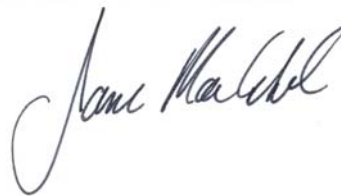
The management of The Regional Municipality of Halton has prepared the accompanying financial statements and is responsible for their accuracy and integrity. These statements consolidate all operations for which Halton has legislative and financial responsibility, as well as the operations of the Halton Regional Police Service.

The financial statements have been prepared by management in accordance with the local government accounting standards issued by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. The adoption of these standards provides the reader of the financial statements a more complete view of the Region of Halton's assets and financial obligations. The reader is encouraged to review the summary of the significant accounting policies that are disclosed in Note 1 to the financial statements.

To meet its responsibility, management has developed and maintained a comprehensive system of financial and internal controls which includes an organizational structure that appropriately segregates authorization and recording functions, employs highly qualified professional staff, and is built on sound budget policies, all of which are subject to a continuing program of internal audit. These controls ensure that the assets of the Halton Region are properly safeguarded and that the business transactions of the Halton Region are carried out within the legislative authority of the Province of Ontario and within the policies authorized by Regional Council and that these transactions are completely and accurately reflected in Halton's financial statements and reports.

The Audit Sub-Committee of Regional Council reviews and approves the financial statements before such statements are submitted to the Administration and Finance Committee, Regional Council and published for the residents of Halton. As mandated by resolution of Council, the internal and external auditors have access to and regularly meet with, the Audit Sub-Committee to discuss their audits and the results of their examination.

The 2007 Financial Statements have been examined by Halton's external auditors, KPMG, Chartered Accountants, and their report precedes the financial statements.



Oakville, Canada  
March 31, 2008

J.E. MacCaskill, CA  
Commissioner of Corporate Services  
and Regional Treasurer



KPMG LLP  
Chartered Accountants  
Box 976  
21 King Street West Suite 700  
Hamilton ON L8N 3R1

Telephone (905) 523-8200  
Telefax (905) 523-2222  
www.kpmg.ca

## AUDITORS' REPORT

To the Members of Council, Inhabitants and  
Ratepayers of The Corporation of the Regional  
Municipality of Halton:

We have examined the consolidated statement of financial position of The Corporation of the Regional Municipality of Halton as at December 31, 2007 and the consolidated statements of financial activities and changes in financial position for the year then ended. In addition, we have audited the schedules of current fund operations, capital fund operations, reserves and reserve funds for the year ended December 31, 2007. These financial statements and schedules are the responsibility of the Region's management. Our responsibility is to express an opinion on these financial statements and schedules based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements and schedules are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements and schedules. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement and schedule presentation.

In our opinion, these financial statements and schedules present fairly, in all material respects, the financial position of The Corporation of the Regional Municipality of Halton as at December 31, 2007 and the results of its operations and changes in its financial position for the year then ended in accordance with Canadian generally accepted accounting principles.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slightly slanted style. Below the signature is a single horizontal line that starts under the 'K' and ends under the 'P'.

Chartered Accountants, Licensed Public Accountants

Hamilton, Canada  
March 28, 2008

**THE REGIONAL MUNICIPALITY OF HALTON**  
**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**

for the year ended December 31, 2007  
(with comparative figures as at December 31, 2006)

	(Dollars in Thousands)	
	<b>2007</b>	<b>2006</b>
<b>ASSETS</b>		
<b>Financial Assets</b>		
Cash and short term deposits	\$ 23,791	\$ 18,223
Accounts receivable:		
Utilities	16,939	16,553
Ontario and Federal grants	11,460	7,623
Other receivable	23,991	14,736
Other current assets	91	88
Investments (Note 2)	847,146	780,149
Loan receivable	87	-
Recoverable gross long-term debt from: (Note 3)		
Local Municipalities	107,485	87,955
School boards	18,148	22,484
<b>Total financial assets</b>	<b>1,049,138</b>	<b>947,811</b>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	110,396	100,026
Gross long term liabilities (Notes 3 and 4)	318,024	272,509
Sinking Fund Debentures (Note 3)	9,036	8,043
Deferred revenue (Note 7)	151,573	150,321
Deferred revenue - Federal Gas tax (Note 7)	10,856	7,062
Landfill Closure and Post Closure Liabilities (Note 8)	12,432	9,195
Employee benefits payable (Note 9)	34,604	29,788
<b>Total liabilities</b>	<b>646,921</b>	<b>576,944</b>
<b>Net Financial Assets</b>	<b>402,217</b>	<b>370,867</b>
Non-financial assets:		
Prepaid expenses and Inventory	3,273	2,338
<b>TOTAL NET ASSETS</b>	<b>\$ 405,490</b>	<b>\$ 373,205</b>
<b>MUNICIPAL POSITION</b>		
Capital Fund	\$ 297,341	\$ 253,478
Reserves	329,720	309,472
Reserve Funds	26,892	19,351
<b>Total Fund Balances</b>	<b>653,953</b>	<b>582,301</b>
Amounts to be recovered in future years:		
From reserves and reserve funds on hand	(21,247)	(17,435)
From future revenues (Note 13)	(227,216)	(191,661)
	(248,463)	(209,096)
<b>TOTAL MUNICIPAL POSITION</b>	<b>\$ 405,490</b>	<b>\$ 373,205</b>

See accompanying notes to financial statements.

**THE REGIONAL MUNICIPALITY OF HALTON**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**

for the year ended December 31, 2007

(with comparative figures for the year ended December 31, 2006)

	(Dollars in Thousands)	
	<b>2007</b>	<b>2006</b>
<b>REVENUES</b>		
Taxation	\$ 294,856	\$ 281,479
User charges	156,498	142,890
Grants	98,085	97,176
Investment income	31,193	26,172
Development charges and developer contributions	90,041	73,650
Federal Gas tax	1,442	319
Other revenue	8,914	4,301
<b>TOTAL REVENUES</b>	<b>681,029</b>	<b>625,987</b>
<b>EXPENDITURES</b>		
Current operations		
General government	26,515	20,840
Social services	129,698	122,204
Social housing	39,700	40,468
Environmental services	75,947	66,206
Solid waste disposal/diversion	27,342	22,234
Protection to persons and property	95,614	86,536
Health services	41,788	39,116
Transportation services	17,097	13,065
Planning and development	4,064	3,545
Recreation and cultural services	1,659	1,628
	459,424	415,842
Capital operations		
General government	7,003	12,491
Environmental services	115,114	82,411
Solid waste disposal/diversion	10,393	10,933
Health services	1,189	2,076
Social services	859	2,232
Social housing	236	117
Protection to persons and property	5,832	12,276
Transportation services	43,360	45,235
Planning and development	2,415	3,008
Recreation and cultural services	3,854	16
	190,255	170,795
<b>TOTAL EXPENDITURES</b>	<b>649,679</b>	<b>586,637</b>
<b>NET REVENUES</b>	<b>31,350</b>	<b>39,350</b>
Add: New debt issued	52,155	66,621
Less: Debt principal repayments	(20,841)	(15,810)
Employee benefits and other liabilities	8,053	1,972
Increase in amounts to be recovered in future years	39,367	52,783
Increase (Decrease) in Non-Financial Assets	935	(73)
<b>CHANGE IN FUND BALANCES</b>	<b>\$ 71,652</b>	<b>\$ 92,060</b>

See accompanying notes to financial statements.

**THE REGIONAL MUNICIPALITY OF HALTON**  
**CONSOLIDATED STATEMENT OF CHANGES IN FINANCIAL POSITION**

for the year ended December 31, 2007

(with comparative figures for the year ended December 31, 2006)

	(Dollars in Thousands)	
	<b>2007</b>	<b>2006</b>
Cash provided by (used in):		
<b>OPERATIONS</b>		
Net revenues	\$ 31,350	\$ 39,350
Sources and uses of cash:		
Increase in accounts receivable	(13,478)	(815)
Increase in loan receivable	(87)	-
Increase in accounts payable and accrued liabilities	10,370	20,240
Decrease (Increase) in other current assets	(3)	24
Increase in deferred revenue	5,046	7,367
Increase in employee benefits payable and other liabilities	8,053	1,972
	9,901	28,788
<b>NET INCREASE IN CASH FROM OPERATIONS</b>	<b>41,251</b>	<b>68,138</b>
<b>INVESTING</b>		
Increase in investments	(66,997)	(140,096)
<b>NET DECREASE IN CASH FROM INVESTING</b>	<b>(66,997)</b>	<b>(140,096)</b>
<b>FINANCING</b>		
Long-term debt issued	52,155	66,621
Long-term debt repaid	(20,841)	(15,810)
<b>NET INCREASE IN CASH FROM FINANCING</b>	<b>31,314</b>	<b>50,811</b>
Net change in cash and cash equivalents	5,568	(21,147)
Opening cash and cash equivalents	18,223	39,370
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	<b>\$ 23,791</b>	<b>\$ 18,223</b>

See accompanying notes to financial statements.

# THE REGIONAL MUNICIPALITY OF HALTON SCHEDULE OF CURRENT FUND OPERATIONS

for the year ended December 31, 2007

(with comparative figures for the year ended December 31, 2006)

	(Dollars in Thousands)		
	2007 BUDGET	2007 ACTUAL	2006 ACTUAL
<b>REVENUES</b>			
Taxation			
General Purpose	\$ 271,037	\$ 269,613	\$ 259,773
Solid Waste	25,243	25,243	21,706
	296,280	294,856	281,479
Fees, user charges and other			
Wastewater	65,955	61,272	51,349
Water	66,854	64,588	61,715
Solid waste	6,523	6,043	6,250
Health services	812	1,063	725
Home for the aged resident fees	11,119	11,785	11,527
Child care fees	590	696	657
Recovery from non-profit housing	2,921	2,995	2,847
Development charges earned	14,163	14,163	8,488
Protection services	2,530	2,993	2,960
Provincial offences	750	1,372	729
Other revenue	3,428	3,691	4,131
	175,645	170,661	151,378
Grants			
Ontario program specific:			
Social assistance	36,507	36,456	35,497
Child care assistance	27,679	21,569	22,624
Health services	28,942	28,331	24,195
Other Ontario grants	3,100	4,143	11,649
Canada	3,220	5,369	2,960
	99,448	95,868	96,925
Investment income	4,602	7,457	7,008
<b>TOTAL REVENUES</b>	<b>575,975</b>	<b>568,842</b>	<b>536,790</b>
<b>EXPENDITURES</b>			
General government			
Regional Council	1,823	1,758	1,773
General administration	15,253	14,949	9,092
Ontario property assessment	6,376	6,330	6,001
Allowance for taxes written off	4,365	3,478	3,974
	27,817	26,515	20,840
Social services			
Ontario Works	35,566	36,054	33,082
GTA pooling - Social Assistance	20,910	20,406	25,330
Home for the aged	43,315	43,741	40,897
Child care assistance	33,718	29,497	22,895
	133,509	129,698	122,204
Social housing			
GTA pooling - Housing	14,183	14,536	16,620
Social housing - Halton area	26,260	25,164	23,848
	40,443	39,700	40,468

**THE REGIONAL MUNICIPALITY OF HALTON  
SCHEDULE OF CURRENT FUND OPERATIONS**

for the year ended December 31, 2007

(with comparative figures for the year ended December 31, 2006)

	(Dollars in Thousands)		
	2007 BUDGET	2007 ACTUAL	2006 ACTUAL
<b>EXPENDITURES continued</b>			
Environmental services			
Wastewater	43,475	40,279	35,782
Water	40,274	35,668	30,424
	83,749	75,947	66,206
Solid waste	26,512	27,342	22,234
Protection to persons and property			
Police service	91,621	90,586	82,150
Contribution to Conservation Authorities	4,885	5,028	4,386
	96,506	95,614	86,536
Health services			
Ambulance services	17,448	17,351	16,354
Health promotion/preventive/environmental/inspection	25,328	24,437	22,762
	42,776	41,788	39,116
Transportation services			
GO Transit	10,192	9,492	7,546
Road/traffic signals maintenance	7,505	7,605	5,519
	17,697	17,097	13,065
Planning and development			
Regional planning and development	2,866	2,913	2,509
Business development	1,271	1,151	1,036
	4,137	4,064	3,545
Recreation and cultural services			
Contribution to Royal Botanical Gardens	847	847	937
Halton Region Museum	706	812	691
	1,553	1,659	1,628
<b>TOTAL EXPENDITURES</b>	<b>474,699</b>	<b>459,424</b>	<b>415,842</b>
<b>NET REVENUES</b>	<b>101,276</b>	<b>109,418</b>	<b>120,948</b>
Financing and transfers			
Debt principal repayments	(24,150)	(20,841)	(15,810)
Increase (decrease) in non-financial assets	-	935	(73)
Employee benefits and other liabilities	-	8,053	1,972
Capital operations	(9,144)	(7,926)	(13,957)
Transfers to reserves and reserve funds	(67,982)	(81,895)	(85,421)
Net financing and transfers	(101,276)	(101,674)	(113,289)
<b>Change in current fund, surplus transferred to reserves</b>	<b>\$ -</b>	<b>\$ 7,744</b>	<b>\$ 7,659</b>

See accompanying notes to financial statements.

**THE REGIONAL MUNICIPALITY OF HALTON  
SCHEDULE OF CAPITAL FUND OPERATIONS**

for the year ended December 31, 2007

(with comparative figures for the year ended December 31, 2006)

	(Dollars in Thousands)	
	<b>2007</b>	<b>2006</b>
<b>REVENUES</b>		
Ontario and Federal grants	\$ 2,217	\$ 251
Contributions from developers	2,199	2,887
Other revenues	8,914	4,301
Development charges earned	73,679	62,275
Federal Gas tax earned	1,442	319
<b>TOTAL REVENUES</b>	<b>88,451</b>	<b>70,033</b>
<b>EXPENDITURES</b>		
General government	7,003	12,491
Environmental services:		
Water	78,041	56,718
Cast-iron watermain replacement	3,636	4,892
Wastewater	33,437	20,801
Solid waste disposal/diversion	10,393	10,933
Health services	1,189	2,076
Social services:		
Home for the aged	688	2,038
Child care/general assistance	171	194
Social Housing	236	117
Protection to persons and property:		
Police Service	5,832	12,276
Transportation services (roads)	43,360	45,235
Planning and development	2,415	3,008
Recreation and cultural services	3,854	16
<b>TOTAL EXPENDITURES</b>	<b>190,255</b>	<b>170,795</b>
<b>NET EXPENDITURES</b>	<b>(101,804)</b>	<b>(100,762)</b>
Financing and transfers:		
Proceeds of long term debt	52,155	66,621
Current operations	7,926	13,957
Other reserves and reserve funds	85,586	97,467
Net financing and transfers	145,667	178,045
Change in Capital Fund balance	43,863	77,283
Opening Capital Fund balance	253,478	176,195
<b>CLOSING CAPITAL FUND BALANCE</b>	<b>\$ 297,341</b>	<b>\$ 253,478</b>

See accompanying notes to financial statements.

**THE REGIONAL MUNICIPALITY OF HALTON  
SCHEDULE OF RESERVES AND RESERVE FUNDS**

for the year ended December 31, 2007

(with comparative figures for the year ended December 31, 2006)

	(Dollars in Thousands)	
	<b>2007</b>	<b>2006</b>
<b>REVENUES</b>		
Investment income	\$ 23,736	\$ 19,164
Net revenues	23,736	19,164
<b>NET TRANSFERS (TO) FROM OTHER FUNDS</b>		
Capital operations	(85,586)	(97,467)
Current operations:		
Surplus for the year	7,744	7,659
Transfers during the year	81,895	85,421
Total net transfers from other funds	4,053	(4,387)
Change in Reserves and Reserve Fund balance	27,789	14,777
Opening Reserves and Reserve Fund balance	328,823	314,046
<b>CLOSING RESERVES AND RESERVE FUND BALANCE</b>	<b>\$ 356,612</b>	<b>\$ 328,823</b>
Analyzed as follows:		
Reserves set aside for specific purposes by Council:		
Stabilization - Rate	\$ 12,321	\$ 12,106
Stabilization - Tax	44,057	41,505
Program Specific	32,509	33,626
Equipment Replacement - Vehicle	6,494	6,199
Equipment Replacement - Building	14,533	11,564
Equipment Replacement - Equipment	10,136	8,590
Capital - Rate	63,295	49,965
Capital - Tax	90,695	90,061
Capital - Investment	55,680	55,856
	329,720	309,472
Reserve Funds set aside for future liabilities by Council:		
Landfill Closure and Post Closure	4,747	4,404
Workplace Safety and Insurance	6,839	5,859
Self-insurance - General	2,007	1,899
Self-insurance - Employee benefits	9,661	7,172
Other	3,638	17
	26,892	19,351
<b>TOTAL RESERVES AND RESERVE FUNDS</b>	<b>\$ 356,612</b>	<b>\$ 328,823</b>

See accompanying notes to financial statements.

# THE REGIONAL MUNICIPALITY OF HALTON

## NOTES TO FINANCIAL STATEMENTS

for the year ended December 31, 2007

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### (a) Consolidated Statements

The Consolidated Statement of Financial Position and the Consolidated Statement of Financial Activities for the Regional Municipality of Halton (Halton) have been prepared in accordance with accounting principles prescribed for municipalities by the Province of Ontario, which are local government accounting standards issued by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA).

The Consolidated Statement of Financial Position presents the balance of assets, liabilities and municipal position as at December 31, 2007.

The Consolidated Statement of Financial Activities presents the total 2007 Regional operations. This statement consolidates the revenues and expenditures (exclusive of interfund transfers) reported on the following:

Schedule of Current Fund Operations  
Schedule of Capital Fund Operations  
Schedule of Reserves and Reserve Funds

#### (b) Basis of Consolidation

The financial statements consolidate the financial activities of the current and capital operations, and reserves and reserve funds of Halton, its utilities and the Halton Regional Police Service. Utilities, which are financed exclusively from revenues derived from user charges, consist of the water purification and distribution systems and the wastewater collection and treatment systems.

The financial results of the Halton Community Housing Corporation (HCHC), a not for profit corporation dedicated to the provision and operation of housing primarily for the persons of low and moderate income, are excluded from these financial statements. HCHC was formed on November 5, 2001 as the result of an amalgamation of the Halton Housing Corporation and Halton Development & Non-Profit Housing Accommodation Corporation.

HCHC, incorporated under the *Ontario Business Corporations Act* with share capital, is 100% owned by the Region. Although the HCHC Board is appointed by the Region, the Corporation operates independently of the Region as its operational policies and revenue generating capacity are controlled by the Province of Ontario through the *Social Housing Reform Act* and its regulations. Mortgage obligations of HCHC are secured by the income producing properties of HCHC with no recourse to the Region, as shareholder, should default occur. Halton is responsible for the annual cost of servicing the former Halton Housing Corporation debenture debt. The annual costs of servicing the debenture debt are funded through Federal Government transfers to the Province of Ontario.

The financial activities of the local Hospitals, HCHC, the Royal Botanical Gardens and the Conservation Authorities are excluded from these financial statements except to the extent of Halton's contributions to these autonomous boards.

The Sinking Fund, established for the retirement of sinking fund debentures issued by Halton, is administered by Halton but the financial activities have not been included in Halton's financial statements. The Sinking Fund is reported separately on the Sinking Fund Statement of Continuity and Balance Sheet.

# THE REGIONAL MUNICIPALITY OF HALTON

## NOTES TO FINANCIAL STATEMENTS

for the year ended December 31, 2007

**(c) Basis of Accounting**

**(i) Accrual Basis of Accounting**

Halton follows the accrual method of accounting for revenues and expenditures. Revenues are normally recognized in the year in which they are earned. Expenditures are recognized as they are incurred and measurable as a result of receipt of goods or services. The statements necessarily include some amounts that are based on management's best estimates and careful judgements.

In the case of grants from other governments, revenue recognition normally occurs when Halton has incurred the expenditures to which the grant entitlement is attached, or has otherwise met the necessary requirement upon which entitlement to the grant is based.

**(ii) Inventory**

Inventory is valued at the lower cost and net realizable value.

**(iii) Fixed Assets**

The historical cost and accumulated depreciation for fixed assets are not reported on these financial statements. Fixed asset purchases are reported as expenditures in the year of acquisition and are reported on the Schedule of Capital Fund Operations.

**(iv) Investments**

Investments are valued at the lower cost and net realizable value.

**(v) Foreign Currency Translation**

Gains and losses on foreign currency transactions are charged to operations when they are realized.

**(vi) Reserves and Reserve Funds**

Halton follows the practice of appropriating revenues and current operating surpluses into reserves and reserve funds that are retained for general and specific purposes. These reserves and reserve funds are established by Council resolution or by by-law and are available for future uses. Amounts are only expended in accordance with the terms and policies established by Council. Expenditures in respect of items for which the reserves have been created are reported as expenditures on the Schedules of Capital or Current Fund Operations as they are incurred. Corresponding transfers out are reported on the Schedule of Reserves and Reserve Funds.

**(vii) Deferred Revenue**

Deferred development charges and Federal Gas tax revenues represent revenues which have been collected but for which the related services have yet to be performed or eligible expenditures incurred. These amounts will be recognized as revenues in the fiscal year in which the services are performed or eligible expenditures incurred.

# THE REGIONAL MUNICIPALITY OF HALTON

## NOTES TO FINANCIAL STATEMENTS

for the year ended December 31, 2007

### (viii) Government Transfers

Government transfers received relate to social services, social housing, seniors' services, child care, health programs and police services. Government transfers paid relate to social services, social housing, child care and conservation programs. Government transfers are recognized in the financial statements in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made.

### (ix) Use of Estimates

The preparation of financial statements and schedules, in conformity with Canadian Generally Accepted Accounting Principles, requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the financial statements, and the reported amounts of revenues and expenditures during the reporting periods. Actual results could differ from those estimates.

## 2. SHORT-TERM INVESTMENTS

Short term investments of \$847,146,409 (2006 - \$780,148,918) are carried at cost. The investments have a market value of \$853,779,194 (2006 - \$788,663,965) at the end of the year. The market value represents the realizable value of the investments if they were to be sold at December 31, 2007. Halton's investment policy as approved by Regional Council has an emphasis on the preservation and safety of capital while ensuring the liquidity of funds needed to meet Regional obligations. Accordingly, the financial statements only recognize gains and losses on investments sold prior to maturity.

## 3. LONG-TERM LIABILITIES

The use of long-term liabilities to finance capital expenditures is governed by provincial legislation. Provincial legislation gives Halton exclusive authority for the issuance of long-term debt for both Regional and Local Municipal purposes. The legislation also permits Halton to incur debt on behalf of the Halton District School Board and the Halton Catholic District School Board, at the request of these Boards. The responsibility for raising the amounts required to service these liabilities lies with the respective Local Municipalities, School Boards and Halton.

The debentures are direct, joint and several obligations of Halton and all its Local Municipalities. Debentures issued on behalf of a School Board are direct, joint and several obligations of the Region and the School Board.

Long-term liabilities, reported on the Consolidated Statements of Financial Position, are made up of the following:

	(Dollars in Thousands)	
	<u>2007</u>	<u>2006</u>
Long-Term Liabilities incurred by Halton	\$318,024	\$272,509
Sinking Fund debentures	9,036	8,043
Total Long-Term Liabilities incurred by Halton	<u>327,060</u>	<u>280,552</u>
Less recoverable from:		
Local Municipalities	107,485	87,955
School Boards	18,148	22,484
Total recoverable from others	<u>(125,633)</u>	<u>(110,439)</u>
<b>Net Long-Term Liabilities at year end</b>	<b>\$201,427</b>	<b>\$170,113</b>

**THE REGIONAL MUNICIPALITY OF HALTON**  
**NOTES TO FINANCIAL STATEMENTS**

for the year ended December 31, 2007

Long-term liabilities include Sinking Fund debentures issued in the amount of \$11,090,000, of which Halton holds no share and for which retirement funds have been established within the Sinking Fund. As at December 31, 2007, contributions to and earnings of the Sinking Fund total \$9,035,597. Annual payments to the Sinking Fund are being made to finance the repayment of the debentures as they mature.

Halton's long-term liabilities at the end of the year are to be recovered from:

	(Dollars in Thousands)	
	<u>2007</u>	<u>2006</u>
Property Taxes - General Purpose	\$30,187	\$33,615
Water	76,013	78,247
Wastewater	54,203	31,872
Development Charges	41,024	26,379
<b>Net Long-Term Liabilities at year end</b>	<b>\$201,427</b>	<b>\$170,113</b>

**4. CHARGES FOR LONG-TERM LIABILITIES**

The charges for the year required to service the long-term liabilities are:

	(Dollars in Thousands)	
	<u>2007</u>	<u>2006</u>
Gross principal repayment including contributions to the Sinking Fund	\$36,194	\$32,800
Less amounts recovered	15,353	16,990
Net Principal	<u>20,841</u>	15,810
Gross Interest Paid	14,837	12,238
Less amount recovered	6,233	5,520
Net Interest	<u>8,604</u>	6,718
<b>Total Net Principal and Interest</b>	<b>\$29,445</b>	<b>\$22,528</b>

The charges shown on the previous chart recovered as follows:

	(Dollars in Thousands)	
	<u>2007</u>	<u>2006</u>
Property Taxes - General	\$5,620	\$5,156
Utility Revenues	20,012	15,390
Development Charges	3,813	1,982
<b>Total</b>	<b>\$29,445</b>	<b>\$22,528</b>

# THE REGIONAL MUNICIPALITY OF HALTON

## NOTES TO FINANCIAL STATEMENTS

for the year ended December 31, 2007

Debentures bear interest at rates ranging from 2.37% to 10.125%. The amounts required for principal and interest for long-term liabilities are as follows:

		(Dollars in Thousands)	
	Instalment Principal	Interest	Total
2008	\$26,134	\$9,120	\$35,254
2009	27,368	7,889	35,257
2010	28,680	6,568	35,248
2011	28,590	5,159	33,749
2012	23,825	3,748	27,573
2013	16,120	2,768	18,888
2014-2017	50,710	4,456	55,166
<b>Total</b>	<b>\$201,427</b>	<b>\$39,708</b>	<b>\$241,135</b>

### 5. COMMITMENTS AND CONTRACTUAL OBLIGATIONS

- (a) Halton has outstanding contractual obligations of \$112,204,658 for capital works. Regional Council has authorized the required financing for these obligations.
- (b) Halton has entered into operating leases for various office premises and equipment requiring the following payments over the next five years:

2008 –	\$2,881,991
2009 –	2,560,879
2010 –	1,369,963
2011 –	1,200,529
2012 –	552,742

- (c) Halton has made provision for the use of \$330,698,052 in reserves, reserve funds, and deferred revenues to finance projects approved for construction in the Capital Budget.

### 6. CONTINGENT LIABILITIES

- (a) Halton is contingently liable for long-term debt issued for the Local Municipalities and School Boards for which the responsibility for the repayment of principal and interest has been assumed by the respective Local Municipality and School Board. The total of this long-term debt outstanding as at December 31, 2007 is \$125,633,033 (2006 - \$110,438,825).
- (b) Certain legal claims against Halton are currently outstanding. The outcome and potential liability of these claims are yet to be determined and, therefore, no provision has been made in the financial statements.

# THE REGIONAL MUNICIPALITY OF HALTON

## NOTES TO FINANCIAL STATEMENTS

for the year ended December 31, 2007

### 7. DEFERRED REVENUE

A requirement of PSAB is that obligatory reserve funds be reported as deferred revenue. Halton has obligatory development charge reserve funds in the amount of \$151,573,144 (2006 - \$150,320,786) and an obligatory reserve fund for the Federal Gas tax funds in the amount of \$10,856,313 (2006 - \$7,061,523). These reserve funds are considered obligatory as Provincial legislation restricts how these funds may be used and, under certain circumstances, how these funds may be refunded.

In the case of development charges, revenue recognition occurs after the funds have been collected and when Halton has approved and spent the expenditures for the capital projects for which the development charges were raised. These funds have been set aside, as required by the *Development Charges Act*, to defray the cost of growth related capital projects associated with new development.

Federal Gas tax funds, in the amount of \$1,442,380 (2006 - \$318,820), were recognized as revenue in the capital fund for 2007.

The Deferred Revenues, reported on the Consolidated Statement of Financial Position, are made up of the following:

	(Dollars in Thousands)	
	<u>2007</u>	<u>2006</u>
Opening Balance:	\$157,383	\$150,016
Development Charges Collected	84,640	66,586
Interest Earned	4,446	4,482
Federal Gas tax	4,876	7,317
Interest Earned-Federal Gas tax	368	64
Total Revenue	94,330	78,449
Development Charges Earned-Operating	(14,155)	(8,488)
Development Charges Earned-Capital	(73,679)	(62,275)
Federal Gas tax Earned-Capital	(1,442)	(319)
Federal Gas tax Earned-Operating	(8)	-
<b>Net Deferred Revenues at year end</b>	<b>\$162,429</b>	<b>\$157,383</b>

# THE REGIONAL MUNICIPALITY OF HALTON

## NOTES TO FINANCIAL STATEMENTS

for the year ended December 31, 2007

### 8. LANDFILL CLOSURE AND POST CLOSURE LIABILITY

The Region owns and operates one open landfill site and it owns and monitors four closed landfill sites. The open site has a remaining capacity of 5,148,800 m<sup>3</sup> (2006 - 5,400,000 m<sup>3</sup>) for an estimated life expectancy of 23 years, assuming the waste diversion targets are met. The present value of the expected closure and post closure care costs of the open landfill site and the present value of expected monitoring and capital rehabilitation costs of the closed landfill sites have been reported as a liability on the Consolidated Statement of Financial Position. The liability was estimated using a discount factor of 6.5% net of inflation of 2.5%. Estimated expenditures for closure and post-closure care are \$17,240,153 (2006 - \$14,377,526). The expenditures remaining to be recognized are \$3,117,674 (2006 - \$3,743,048). The estimated length of time required for post-closure care is 40 years. A liability of \$12,432,054 (2006 - \$9,195,153) has been reported on the Consolidated Statement of Financial Position. Reserve funds totalling \$4,747,236 (2006 - \$4,403,832) have been established for this liability and are reported as a reserve fund on the Schedule of Reserves and Reserve Funds. Halton also monitors seven closed landfill sites owned by the Local Municipalities. Under agreements with the four local municipalities, Halton may recover the cost of capital rehabilitation that may be required and Halton is not responsible for any third party claims that may result from these closed sites. The Local Municipalities bear the cost of monitoring the closed sites and therefore these costs have not been included in the landfill post closure liability.

### 9. EMPLOYEE BENEFITS

The Region provides certain employee benefits, which will require funding in future periods. These benefits include sick leave benefits, benefits under the *Workplace Safety and Insurance Board ("WSIB") Act*, life insurance, early retirement plan, travel benefit, extended health and dental benefits.

	(Dollars in Thousands)	
	<u>2007</u>	<u>2006</u>
Retiree Benefits	<b>\$19,211</b>	\$15,712
Future payments required to WSIB	<b>5,792</b>	5,123
Long-Term Disability	<b>5,871</b>	5,423
Vacation Pay	<b>3,260</b>	2,928
Vested Sick Leave entitlements	<b>470</b>	602
<b>Total</b>	<b>\$34,604</b>	\$29,788

The Region has established reserve funds to mitigate the future impact of these obligations and this has been reported on the Schedule of Reserves and Reserve Funds. Reserves relating to these liabilities are as follows:

	(Dollars in Thousands)	
	<u>2007</u>	<u>2006</u>
Workplace Safety and Insurance	<b>\$6,839</b>	\$5,859
Long-Term Disability	<b>5,178</b>	4,838
Sick Leave	<b>547</b>	464
Employee Benefits	<b>3,936</b>	1,870
<b>Total</b>	<b>\$16,500</b>	\$13,031

# THE REGIONAL MUNICIPALITY OF HALTON

## NOTES TO FINANCIAL STATEMENTS

for the year ended December 31, 2007

Information about the Region's benefit plan is as follows:

	(Dollars in Thousands)	
	<u>2007</u>	<u>2006</u>
Accrued benefit obligation:		
Balance, beginning of year	\$31,666	\$28,953
Actuarial Loss	1,196	-
Plan Amendment	2,056	-
Current Benefit Cost	3,248	2,948
Interest	1,800	1,606
Benefits Paid	(2,461)	(1,841)
Balance, end of year	<u>37,505</u>	<u>31,666</u>
Unamortized Actuarial Loss	<u>(2,901)*</u>	<u>(1,878)*</u>
Liability for Benefits	<u>34,604</u>	<u>29,788</u>
<b>Amortization of Actuarial Loss</b>	<b>\$174</b>	<b>\$174</b>

\*The unamortized actuarial (loss)/gain are amortized over the expected average remaining service life as listed below:

Employee Benefits	\$(3,884,694)	14 years
WSIB	416,522	10 years
LTD	552,806	10 years
Sick Leave	14,664	6 years

### *Workplace Safety and Insurance Board (WSIB)*

As a Schedule 2 employer, Halton has assumed the liability for any costs awarded under the *Workplace Safety and Insurance Board Act*. During 2007 Halton paid \$221,671 (2006 - \$229,136) in pension awards and \$204,698 (2006 \$199,250) in lost wages. An actuarial evaluation undertaken in 2007 determined that the liability for present and future awards was \$5,791,975 as at December 31, 2007, using a discount rate of 5% which has been reported as a liability on the Consolidated Statement of Financial Position. Projected annual rate of increase in health care benefits provided by the WSIB is 6%.

### *Retirement Benefits*

Halton's full time employees may be eligible for a retirement allowance, paid-up life insurance, an early retirement plan, extended health, dental, and travel benefit coverage upon retirement, up to the age of 65. The liability for these retirement benefits has been reported on the Consolidated Statement of Financial Position. Halton recognizes these retirement benefits in the period in which the employees rendered the services. The liability was determined by actuarial valuation as at December 31, 2007 using a discount rate of 5%. Medical costs were assumed to increase at the rate of 8% per year reducing in 2020 to 4% per year. Dental costs were assumed to increase at the rate of 4% per year. Halton commissions actuarial reviews of the employee retirement benefits, LTD and WSIB obligations every three years. The last review measured the liabilities as at December 31, 2007.

### *Extended Health, Dental and Long Term Disabilities Benefit Plans*

Halton is self-insured for extended health, dental and long-term disability (LTD) employee benefit plans. The liability was determined by an actuarial valuation as at December 31, 2007 using a discount rate of 5% which has been reported as a liability on the Consolidated Statement of Financial Position.

**THE REGIONAL MUNICIPALITY OF HALTON**  
**NOTES TO FINANCIAL STATEMENTS**

for the year ended December 31, 2007

*Sick Leave Benefit Plan*

Under a former sick leave benefit plan, some employees hired prior to January 1, 1974, are entitled to receive cash payments for unused sick leave upon termination of employment. The liability was determined by an actuarial valuation as at December 31, 2007 using a discount rate of 5% and has been reported on the Consolidated Statement of Financial Position. In 2007, payments out of the vested sick leave plan amounted to \$141,198 (2006 - \$129,687) and have been reported as expenditures on the Consolidated Statement of Financial Activities.

Anticipated future payments to employees who are eligible are:

2008	-	\$93,250
2009	-	21,198
2010	-	84,605
2011	-	43,502
2012+	-	226,932

**10. PENSION AGREEMENTS**

Halton makes contributions to the Ontario Municipal Employees Retirement Fund (OMERS), which is a multi-employer plan, on behalf of its entire permanent staff. This plan is a defined benefit plan that specifies the amount of the retirement benefit to be received by the employees. The amount of the retirement benefit is based on the length of service and rates of pay. Contributions from employees and employers, together with OMERS' investment returns, fund pensions that employees receive. Halton, and its employees, each contributed to OMERS in 2007 \$11,701,549 (2006 - \$10,432,683) for current service, and it is Halton's portion, that is included as an expenditure on the Schedule of Current Fund Operations.

**11. TRUST FUNDS**

Trust Funds, in the amount of \$148,308 (2006 - \$135,543), of the residents of Allendale, Post Inn Village and Creek Way Village, which are administered by Halton, have not been included in the financial statements, and are reported separately on the Trust Funds Statement of Continuity and Balance Sheet.

**12. CLASSIFICATION OF EXPENDITURE BY OBJECT**

The Consolidated Statement of Financial Activities reports expenditures for the Region by function or by business program. The following is a summary of expenditures by object.

	(Dollars in Thousands)	
	<u>2007</u>	<u>2006</u>
Salaries, Wages and Employee Benefits	\$223,773	\$202,550
Materials	35,394	45,463
Contracted Services	268,753	225,168
Rents and Financial Expenses	3,359	2,805
External Transfers	106,090	99,567
Debt Expense	8,833	7,110
Allowance for taxes written off	3,478	3,974
<b>Total Expenditures by Object</b>	<b>\$649,680</b>	<b>\$586,637</b>

**THE REGIONAL MUNICIPALITY OF HALTON**  
**NOTES TO FINANCIAL STATEMENTS**

for the year ended December 31, 2007

**13. AMOUNTS TO BE RECOVERED FROM FUTURE REVENUES**

Amounts to be recovered represent liabilities established for accrual accounting purposes. In some cases, reserves have been established to fund these amounts. In other cases, the liabilities are to be funded from future years' budgetary allocations.

	(Dollars in Thousands)	
	<u>2007</u>	<u>2006</u>
Retiree Benefits	\$15,275	\$13,843
Vacation Pay	3,260	2,928
Sick Leave	(78)	138
Workplace Safety & Insurance	(1,047)	(737)
Long-Term Disability	694	585
Landfill	7,685	4,791
Debt	201,427	170,113
<b>Total Amounts to be Recovered</b>	<b>\$227,216</b>	<b>\$191,661</b>

**14. PUBLIC LIABILITY INSURANCE**

Halton has a comprehensive program of risk identification, evaluation and control to minimize the risk of injury to third parties and to minimize the risk of damage to its property and the property of others. Halton uses a combination of self-insurance and purchased insurance to protect itself financially against the risks that it cannot reasonably control. Halton is self-insured for public liability claims of up to \$100,000 for any individual claim and \$100,000 for multiple claims arising out of a single occurrence, with the exception of multiple sewer back-up claims arising from a single occurrence (which are each subject to \$100,000 deductible). Purchased insurance coverage is in place for claims in excess of these limits to a maximum of \$15,000,000 with the exception of certain uninsured claims such as environmental liability, and councillor and employee legal indemnification claims. Payments within the prescribed deductible for public liability claims during the year amounted to \$720,403 (2006 - \$651,417) and have been reported as an expenditure on the Schedule of Current Fund Operations at December 31, 2007. Outstanding claims and litigation are estimated to be \$1,034,400, which includes the areas of Municipal Liability, Automobile and Property. These estimated outstanding claims have not been accrued in the Financial Statements because the outcome of these claims is not known and the loss will be accounted for in the period in which the loss, if any, becomes known with certainty. For claims not covered by purchased insurance, Halton has established a reserve fund, which as at December 31, 2007 totalled \$2,007,011 (2006 - \$1,899,380) and is reported on the Schedule of Reserves and Reserve Funds as part of the Self-Insurance - General Reserve Fund.

**THE REGIONAL MUNICIPALITY OF HALTON  
NOTES TO FINANCIAL STATEMENTS**

for the year ended December 31, 2007

**15. RISK MANAGEMENT**

The Region’s operations are subject to a number of risks and uncertainties including, but not limited to, risks associated with an economic downturn and its impact on social service costs and unanticipated changes in Provincial legislation. The Region has established two stabilization reserves, the Tax Stabilization reserve and the Rate Stabilization reserve, to temporarily finance the impact of unexpected significant events such as a sudden change in interest rates, an economic downturn or increase in energy costs. Council approved the target level of funding for the tax stabilization reserve and the rate stabilization be set at 10% of total operating expenditures for the respective budgets. The actual balances of these reserves and their respective targets based on the 2007 approved budget are as follows:

	(Dollars in Thousands)	
	Target	Balance
Tax Stabilization Reserve	\$44,423	\$44,057
Rate Stabilization Reserve	13,375	12,321
<b>Total</b>	<b>\$57,798</b>	<b>\$56,378</b>

**16. SERVICE CONTRACT APPROVAL WITH THE MINISTRY OF COMMUNITY AND SOCIAL SERVICES AND/OR THE MINISTRY OF CHILDREN AND YOUTH SERVICES**

Halton has service contracts with the Ministry of Community and Social Services and/or the Ministry of Children and Youth Services. One requirement of the service contracts is the production of a report by management, Transfer Payment Annual Reconciliation (TPAR), which shows a summary by service of all revenues and expenditures and any resulting surpluses and deficits that relate to the service contracts.

A review of these reports shows the following services to be in a surplus (deficit) position as at December 31, 2007:

Project Code	Description	<u>2007</u>
A386	Child Care Resource Centre	\$248
A515	Small Water Works	551
8697	Hire Up Supports	15,810
8766	Domiciliary Hostels	27,021
8770	Consolidated Homelessness Prevention Program	8

The surplus amounts are reflected in liability accounts reported on the Consolidated Statement of Financial Position.

**THE REGIONAL MUNICIPALITY OF HALTON**  
**NOTES TO FINANCIAL STATEMENTS**

for the year ended December 31, 2007

**17. GOVERNMENT TRANSFERS**

Halton recognizes the transfer of government funding as expenditures or revenues in the period that the events giving rise to the transfer occurred. The Government transfers reported as revenues on the Schedule of Current Fund Operations are:

		(Dollars in Thousands)	
<b>Revenue</b>		<u>2007</u>	<u>2006</u>
Ontario Grants			
Social Assistance		<b>\$13,345</b>	\$12,588
Services for Seniors		<b>23,111</b>	22,909
		<b>36,456</b>	35,497
Child Care		<b>21,569</b>	22,624
Health Services			
Public Health		<b>19,033</b>	16,257
Ambulance		<b>9,298</b>	7,938
		<b>28,331</b>	24,195
Other			
Police		<b>3,084</b>	2,622
Miscellaneous		<b>1,059</b>	9,027
		<b>4,143</b>	11,649
Subtotal Ontario Grants		<b>90,499</b>	93,965
Federal Grants			
Social Housing		<b>4,690</b>	2,535
Miscellaneous		<b>679</b>	425
Subtotal Federal Grants		<b>5,369</b>	2,960
<b>Total</b>		<b>\$95,868</b>	\$96,925

The Government transfers reported within the expenditures on the Schedule of Current Fund Operations are:

		(Dollars in Thousands)	
<b>Expenditures</b>		<u>2007</u>	<u>2006</u>
Ontario Works		<b>\$25,862</b>	\$23,922
GTA Pooling - Social Assistance		<b>20,406</b>	25,330
Child Care Assistance		<b>11,803</b>	7,753
GTA Pooling - Housing		<b>14,536</b>	16,620
Social Housing		<b>21,089</b>	20,149
Conservation Authorities		<b>5,028</b>	4,386
Miscellaneous		<b>7,337</b>	1,355
<b>Total</b>		<b>\$106,061</b>	\$99,515

# THE REGIONAL MUNICIPALITY OF HALTON

## NOTES TO FINANCIAL STATEMENTS

for the year ended December 31, 2007

### 18. BUDGET FIGURES

Halton Council approves the Region's operating and capital budgets annually. The approved operating budget for 2007 is reflected on the Schedule of Current Fund Operations. For capital spending, budgets are set for individual projects and financing for these activities is determined annually, in accordance with the approved budget. Funding sources include transfers from reserves, development charge reserve funds, issuance of debt and by the application of applicable grants or other funds available to apply to capital projects. As many capital projects are carried out over more than one year, it is not practical to present annualized budget information on the Schedule of Capital Fund Operations.

### 19. TANGIBLE CAPITAL ASSETS

Tangible capital assets are reported as expenditures on the Consolidated Statement of Financial Activities in the year of acquisition. Effective for the fiscal year beginning January 1, 2009, the Region, along with all other municipal governments, will be required to recognize tangible capital assets on the Consolidated Statement of Financial Position and any amortization, gains or losses on disposal and impairments on the Consolidated Statement of Operations. This change in accounting standards will require recognition of tangible capital assets on the Consolidated Statement of Financial Position, costs that were previously recorded as an expense on the Consolidated Statement of Financial Activities.

The Region is currently undertaking an inventory of all its tangible capital assets and has identified the following major categories within each major asset class within each category (General or Infrastructure):

- Land
- Land Improvements
- Buildings & Building Improvements
- Leasehold Improvements
- Vehicles
- Machinery & Equipment
- Computer Hardware & Software
- Linear

The Region has prepared draft accounting policies for tangible capital assets and is in the process of reviewing and approving these policies. Development of asset inventories, including valuation and amortization of the Region's assets is currently underway. The approval and implementation of these accounting policies will be completed in adequate time to allow for recognition of the Region's tangible capital assets on the Consolidated Statement of Financial Position for the year ending December 31, 2009.

### 20. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the financial statement presentation adopted in the current year.

**THE REGIONAL MUNICIPALITY OF HALTON**  
**Employees Paid \$100,000 or more in 2007**

**HALTON REGION**

<b>Name</b>	<b>Position</b>	<b>Salary Paid</b>	<b>Taxable Benefits</b>
Nosal, Robert	Commissioner & Medical Officer of Health	\$208,938.18	\$1,926.59
MacCaskill, Jane	Commissioner, Corporate Services	\$179,242.12	\$1,725.66
Urbanski, Adelina	Commissioner, Social & Community Services	\$178,321.06	\$764.85
Crockett, Peter	Commissioner, Planning & Public Works	\$174,543.37	\$959.80
Meneray, Mark	Director, Legal Services	\$162,700.64	\$3,352.66
Taha, Monir	Associate Medical Officer of Health	\$161,703.21	\$1,922.91
Carr, Gary	Regional Chairperson	\$149,947.45	\$2,482.58
Scinocca, Mark	Director, Financial Planning and Budgets	\$136,296.03	\$584.91
Blauel, Ralph	Director, Technology Services	\$129,884.93	\$528.74
Wolfson, Sheldon	Director, Services For Seniors	\$124,865.18	\$1,079.71
Sheehy, Janice	Director, Financial Policy, Internal Audit	\$122,463.38	\$1,423.55
King, James	Director, Land Ambulance Service	\$122,289.72	\$749.69
See, Joyce	Director, Community Health Services	\$121,430.77	\$750.44
Cressman, Robert	Director, Housing Division	\$121,367.22	\$521.76
Mitchell, Ross	Supervisor, Water/Wastewater Systems	\$121,069.55	\$1,395.12
Johnston, Ingrid	Administrator, Allendale	\$120,920.02	\$519.72
Dennis, Timothy	Director, Engineering Services	\$120,598.77	\$716.99
Trevisani, David	Director, Financial & Purchasing Services	\$119,862.70	\$1,596.13
Phelan, John	Director, Human Resource Services	\$119,859.66	\$516.20
Jonz, Mary Beth	Director, Children's Services	\$119,326.50	\$504.35
Carroll, Carleen	Director, Community Relations	\$117,961.70	\$805.94
Floras, Stanley	Senior Legal Counsel	\$116,928.53	\$2,180.34
Hawkins, Robert	Public Health Dentist	\$115,609.53	\$3,142.88
Kelertas, Kenneth	Assistant Corporate Counsel	\$114,610.04	\$2,187.70
Pattillo, Margaret	Administrator, Oakville Long Term Care	\$114,137.36	\$489.02
Oka, Kiyoshi	Director, Environmental Services	\$113,487.87	\$820.02
Rivers, Robin	Director, Waste Management Services	\$113,463.23	\$690.65
Oliveri, Tony	Manager, Corporate Projects	\$112,451.06	\$435.87
Wallenfels, Monica	Assistant Corporate Counsel, Regional Clerk	\$110,627.83	\$2,489.19
Cousens, Donald	Manager, Emergency Services	\$110,337.14	\$399.90
Carson, Mary Anne	Director, Health Protection Services	\$110,201.86	\$498.54
Choi, Joseph	Manager, Design Services	\$110,074.10	\$660.24
Johnston, Katherine	Manager, Cust. Svcs. Improve. Projects	\$109,724.36	\$463.52
Thompson, Joan	Director, Resident Care	\$109,015.66	\$829.44
Schlabitz, Tanja	Director, Intervention & Business Services	\$106,805.72	\$428.44
Extance, David	Advanced Care Paramedic	\$106,281.64	\$429.52
Cockfield, Richard	Director, Strategic Planning & Policy	\$105,953.67	\$454.63
Tanner, Mary Lou	Director, Planning & Transportation	\$105,785.46	\$431.20
Gray, Robert	Senior Legal Counsel	\$105,068.61	\$2,273.49
Bucci, Walter	Quality Assurance/Audits	\$104,896.60	\$399.90
Cheng, Hang-Cheong	Systems Advisor	\$104,747.45	\$396.32
Blewett, Kenneth	Systems Operations Supervisor	\$103,858.19	\$628.13
Coulter, Barbara	Director, Resident Care	\$102,575.27	\$421.41
Ohashi, David	Manager, Special Projects	\$102,486.66	\$648.81
Wallace, Jim	Manager, Technology Support Services	\$102,268.54	\$395.26
Seminario, Benny	Supervisor, Waste Water Treatment Plant	\$101,744.37	\$361.24
Dejager, Henry	Manager, Corporate Development	\$101,718.23	\$390.60
Robinson, Allan	Supervisor, Plant Maintenance	\$101,482.69	\$377.43
Lui, Chris	Development Project Manager	\$101,219.19	\$397.79
Paling, Robert	Advanced Care Paramedic	\$100,824.84	\$400.32
McMurray, Robert	Manager, System Operations	\$100,221.84	\$800.47
Devine, Gordon	Manager, Water Plant Operations	\$100,010.37	\$666.67

**THE REGIONAL MUNICIPALITY OF HALTON**  
**Employees Paid \$100,000 or more in 2007**

**HALTON REGIONAL POLICE SERVICE**

<b>Name</b>	<b>Position</b>	<b>Salary Paid</b>	<b>Taxable Benefits</b>
Crowell, Gary	Chief of Police	\$178,846.08	\$12,875.29
Watson, James	Director, Community Policing Administration	\$164,972.56	\$501.51
Kingston, Michael	Uniform, Deputy Chief	\$146,565.42	\$10,237.47
Atkinson, David	Staff Sergeant Special Projects Unit	\$135,465.24	\$351.24
Fletcher, Andrew	Deputy Chief, Comm. Policing Operations	\$133,764.82	\$9,571.12
Gregory, Keith	District Commander, Superintendent	\$130,986.00	\$9,354.38
Taylor, Joseph	Superintendent	\$129,442.84	\$8,002.55
Pittman, Signy	District Commander, Superintendent	\$124,995.06	\$9,047.65
Arruda, Luis	Patrol Constable	\$121,984.15	\$366.87
Valade, James	Patrol Constable	\$120,995.31	\$311.86
Ford, William	Manager, District Operations	\$116,633.52	\$9,149.96
Percy, Robert	District Commander, Superintendent	\$116,479.22	\$8,376.18
Siemon, Jeffrey	Platoon Manager	\$116,228.61	\$399.90
McLaughlin, Scott	Manager, Intelligence Bureau	\$116,183.66	\$481.12
Power, Martin	Manager, District Operations	\$115,256.93	\$9,773.76
Frost, Allan	Community Support Staff Sergeant	\$115,133.67	\$399.90
Randall, F.Glen	Platoon Supervisor	\$114,801.78	\$351.24
Gordon, Jacquelyn	Manager, District Operations	\$113,620.09	\$10,590.31
Hayes, Gavin	Manager, Communications Bureau	\$113,399.55	\$400.76
Welsh, Ronald	Manager, District Operations	\$113,221.09	\$12,155.29
Drinkwalter, Murray	Manager, Criminal Invest. Bureau	\$112,885.55	\$399.90
Vanderlelie, John	Secondments	\$112,347.49	\$2,597.60
Gwilliams, David	Commander, Professional Standards Div.	\$112,129.48	\$8,584.48
Cliffe, Roderick	Platoon Supervisor	\$111,846.52	\$351.24
Martin, Mark	Platoon Manager	\$111,268.93	\$450.93
Lowe, Brian	Platoon Supervisor	\$110,824.71	\$363.06
Glass, Brenda	Platoon Manager	\$110,365.84	\$426.36
Banks, David	Detective, Forensic Identification Unit	\$109,459.28	\$351.24
Waller, Robert	Secondments	\$109,135.75	\$399.90
Perkins, Christopher	Commander, Regional Criminal Invest Division	\$109,130.51	\$6,031.27
Cormier, Kenneth	Detective Sergeant	\$108,731.75	\$399.90
Lawson, Chris	Platoon Manager	\$108,622.03	\$399.90
Vlastic, Charles	Platoon Supervisor	\$108,448.50	\$351.24
Collins, Christopher	Platoon Manager	\$108,399.66	\$436.82
Corey, Jeffrey	Staff Officer	\$108,283.68	\$3,677.85
McCartney, David	Manager, Criminal Investigation Bureau	\$107,794.55	\$399.90
Gaynor, Andrea	Platoon Supervisor	\$107,386.42	\$351.24
Baird, Kevin	Detective	\$106,932.35	\$460.92
Crowe, Carol	Platoon Manager	\$106,442.84	\$420.51
Masson, Larry	Platoon Supervisor	\$106,304.87	\$399.90
Hodgson, Peter	Staff Officer	\$106,287.82	\$443.14
Duncan-LeCoure, Kim	Platoon Manager	\$106,240.07	\$399.90
Mackinnon, John	Patrol Constable	\$106,173.71	\$428.02
Skerrett, Stephen	Detective	\$106,049.26	\$351.24
Davis, Derek	Sergeant, District Response Team	\$105,903.92	\$392.41
Bilton, Duane	Patrol Constable	\$105,537.27	\$351.33
Brand, Bradley	Detective Sergeant	\$105,286.77	\$399.90

**THE REGIONAL MUNICIPALITY OF HALTON**  
**Employees Paid \$100,000 or more in 2007**

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**HALTON REGIONAL POLICE SERVICE**

<b>Name</b>	<b>Position</b>	<b>Salary Paid</b>	<b>Taxable Benefits</b>
Wilkinson, Grant	Manager, CASA	\$105,194.90	\$440.08
Nalepa, Mitchell	Patrol Constable	\$105,188.03	\$322.82
Delaney, Susan	Platoon Manager	\$104,969.89	\$399.90
McInnes, Teresa	Communicator	\$104,534.07	\$255.40
Mitchell, Bruce	Detective	\$104,507.43	\$362.46
Stanton, W.Dale	Detective	\$104,443.35	\$354.46
Hill, David	Platoon Supervisor	\$104,431.51	\$361.15
L'Ortye, Ivan	Inspector, Emergency Services	\$104,316.48	\$421.91
Ophoven, John	Platoon Supervisor	\$104,051.40	\$409.61
Fishbein, Alex	Detective	\$103,877.10	\$468.32
Wilson, Rodney	Detective	\$103,528.23	\$351.24
Nichols, Timothy	Detective Constable	\$103,186.48	\$332.56
Okuloski, Daniel	District Commander, Superintendent	\$103,081.18	\$4,133.39
Maher, Kevin	Manager, Criminal Investigation Bureau	\$102,921.03	\$353.38
Gheller, Denis	Platoon Supervisor	\$102,919.61	\$351.24
Mannella, Glenn	Detective, Drugs, Morality Unit	\$102,773.56	\$367.78
Bruce, Raymond	Manager, Administration	\$102,084.14	\$398.30
McMurrich, Alexander	Forensic Computing Officer	\$102,010.29	\$351.24
Wilkie, Roger	Detective, Major Crime Unit	\$101,534.91	\$379.30
Garland, Robert	Traffic Marine Constable	\$101,397.60	\$311.66
Scime, Joseph	Detective Constable	\$101,362.32	\$344.88
Solecki, Richard	Traffic Services Coordinator	\$101,343.99	\$328.98
Carroll, Steve	Platoon Supervisor	\$101,319.31	\$351.24
Williamson, Douglas	Patrol Constable	\$100,937.22	\$311.66
Lloyd, Robert	Platoon Manager	\$100,739.29	\$421.48
Stennett, Alan	District S.T.E.P. Constable	\$100,683.18	\$354.19

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